

CITY OF KINGMAN, ARIZONA

Fiscal Year 2021-22
Adopted Budget &
5-Year Capital Improvement Plan



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Introduction

Budget Message

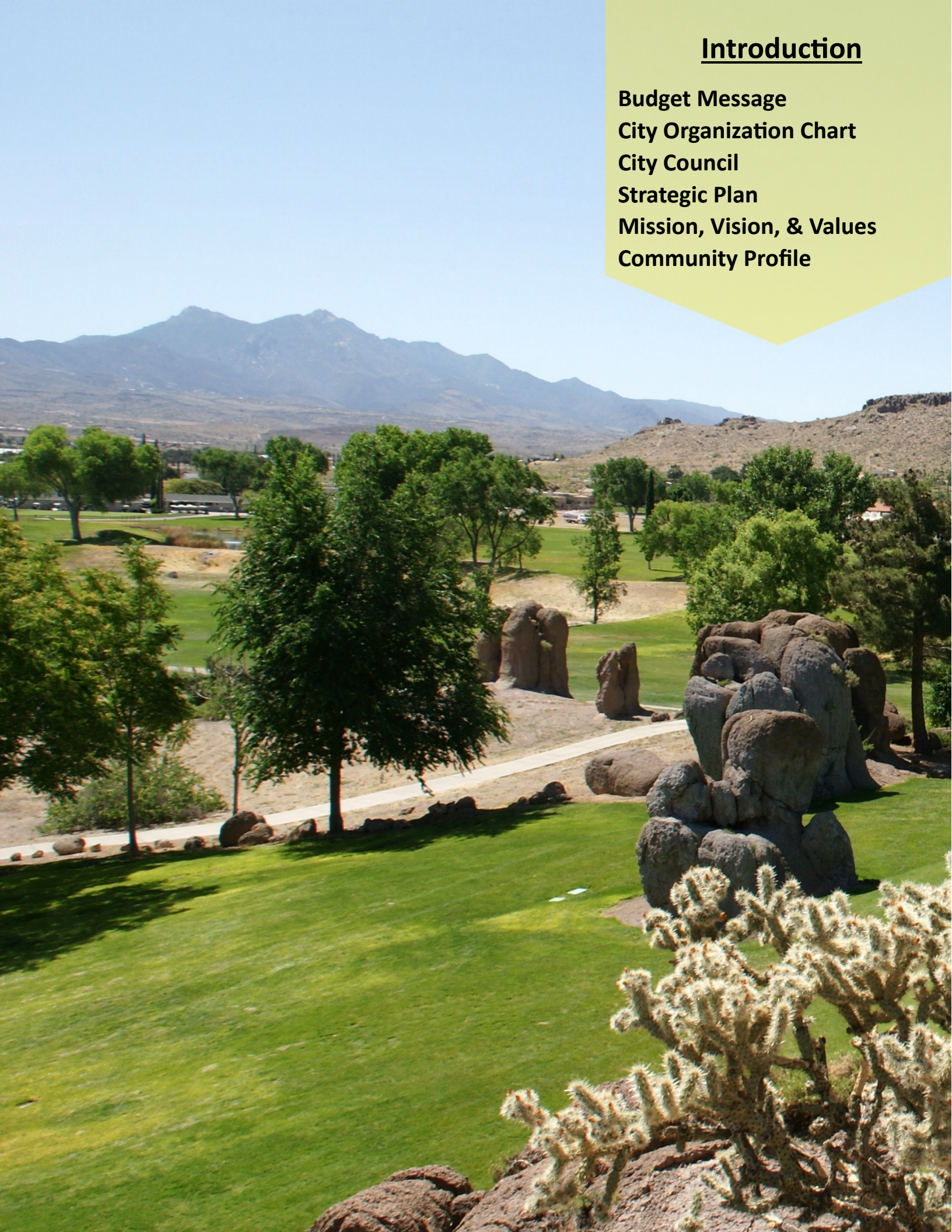
City Organization Chart

City Council

Strategic Plan

Mission, Vision, & Values

Community Profile





June 28, 2021

Honorable Mayor and City Council,

The Fiscal Year 2021-22 adopted budget is balanced and allocates resources consistent with the Council's goals identified through strategic planning sessions along with the input received from our citizens through the National Citizen Survey. The adopted budget totals \$274.2 million and includes increases towards improvements to city services and livability, economic prosperity, the I-11 corridor, and improvements to city infrastructure.

Budget Format

The budget document is divided into the following sections: Introduction, Financial Overview, Budget Development, Operating Budgets, Capital Improvement Plan, a Glossary, and State Schedules.

Budget Overview

The following guiding principles, sources of information, and key issues shaped the Fiscal Year 2021-22 adopted budget:

- Economic Outlook.
- Priorities Identified by the City Council and Citizens.
- AZ Cares Act and American Rescue Plan Act.
- Workforce
- Unfunded Pension Liability.
- Maintain a Balanced Budget.

Economic Outlook. The economic outlook during FY2020-21 was expected to be negative in all aspects and the recovery unknown. Instead the local economy has been very strong. Sales tax collections are at all-time highs reaching 17% year-over-year growth, and federal stimulus packages have contributed to this. The number of single family residential (SFR) building permits issued is expected to reach almost 400 at fiscal year-end, which is 14.5% more than the previous year. Families and retirees are relocating to Kingman for better weather and for small-town livability with nearby amenities. Commercial growth inside the City has also been strong. Notable commercial additions to date are Cal-Ranch, Harbor Freight, Culver's and Dutch Bros., and several high dollar commercial remodels are expected to be completed by fiscal year-end. Additionally, the Industrial Park continues to be a location of interest for manufacturing and production companies. The unemployment rate for the Lake Havasu/Kingman area reached 19.3% at the peak of the pandemic but is now at 7.2%, which is only 1.7% above the pre-pandemic level.

The City strives to be conservative and resourceful in its budgeting approach. With pre-pandemic sales tax growth at 8% and uncertainty surrounding the fallout of the federal stimulus packages, the City is taking a conservative approach and projecting that the local economic outlook for FY2021-22 will stabilize.

Budget Highlights

Following are the highlights for the Fiscal Year 2021-22 adopted budget:

AZ Cares Act and American Rescue Plan Act. With multiple federal stimulus packages having been signed into law since the pandemic, cities and towns have been recipients of the packages' benefits. As part of the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the State of Arizona distributed \$3.6 million to the City in FY2020-21. Those monies were used towards public safety expenses, and ultimately freed up \$3.3 million in the General Fund and \$300K in the Dispatch Center Fund. As part of the recently signed American Rescue Plan Act (ARPA), the City is expected to receive \$3.7 million before June 30, 2021 and another \$3.7 million before June 30, 2022. Although there is still guidance waiting to be issued by the U.S. Treasury on eligible uses, two known eligible uses are lost revenue recovery and tourism. Although there were some lost revenues in our tourism industry, most of the ARPA monies will be spent on the Downtown Streetscape project. Having the ability to fund the construction of this project which has been on the Capital Improvement Plan for many years is very exciting.

Workforce. Employees are the City's greatest asset. Having pressed pause on salary increases and filling and funding positions in FY2020-21, the FY2021-22 adopted budget includes a 3% salary increase effective July 2021 and a 1.7% cost-of-living adjustment effective January 2022 for all full-time employees. There are also 13 new positions included which will enhance the services we provide to our citizens and community.

Unfunded Pension Liability. With the Public Safety Personnel Retirement System (PSPRS) unfunded liability reaching \$30.0 million as of June 30, 2020, on May 4, 2021, the Council approved the issuance of \$38.755 million in excise tax obligations to pay down the City's PSPRS unfunded liability. This will result in net savings of almost \$19.0 million over the 17-year amortization period and will ultimately free up cash reserves in the future that were forecasted to be used to pay down the liability.

Comprehensive Capital Improvement Plan (CIP). Improvements to city services and livability, economic prosperity and improvements to city infrastructure were identified as critical priorities by the City Council and

Budget Highlights (cont.)

citizens. Although water and wastewater projects have dedicated revenue sources for projects that align with City Council and citizen priorities, the general government, stormwater and airport projects have limited resources and rely primarily on cash reserves, contributions, grants and debt proceeds as financing mechanisms. The Fiscal Year 2021-22 CIP includes projects that address the priorities identified. A sampling is listed below:

- Downtown Streetscape Project. Final design and phase I of construction for infrastructure improvements and landscaping and aesthetic features on Beale Street from 3rd to 5th Street.
- Community Branding, Beautification and Signage. Creates and improves streetscapes and landscaping at the interchange entrances and exits and other high traffic areas.
- Sunbelt Sports Park. Design and phases I, II and III which include construction of drainage improvements, irrigation, utilities, bathrooms and three soccer fields.
- Electric Car Museum. Purchase of a building to house the City's electric car collection in the future.
- Eastern Street Improvements. Addresses one-way street restrictions and widens Kenwood to 5 lanes. Right-of-way acquisition and design is funded this fiscal year. Construction is funded in FY2022-23.
- Rancho Santa Fe TI and Parkway. Extending Airway Avenue to Rancho Santa Fe Parkway and constructing the Rancho Santa Fe Parkway TI and connecting roads. Thanks to the efforts of local and statewide supporters and the hard work of Representative Regina Cobb, the State of Arizona will contribute \$20.0 million in funding for this project. Allocation of the remaining project costs are to be shared as defined in the development agreement between the City and KDP Manager, LLC.
- Pavement Preservation. Due to the City's outstanding sales tax growth in FY2020-21 and issuance of bonds to pay down the PSPRS unfunded liability rather than utilizing cash reserves to do so, it is recommended to spend \$3.7 million on pavement preservation.
- Taxiway B Design and Construction. Reconstruction of taxiway bravo at the Kingman Municipal Airport. Design, engineering and construction is funded this fiscal year.
- Santa Rosa Transmission Line. Design and construction of a 2.5 mile transmission line from Washington Street to Santa Rosa Drive.
- Diagonal Wash Interceptor. Adds 8,200 feet of sewer interceptor along Diagonal Wash and extends sewer to east of the railroad.

Acknowledgements

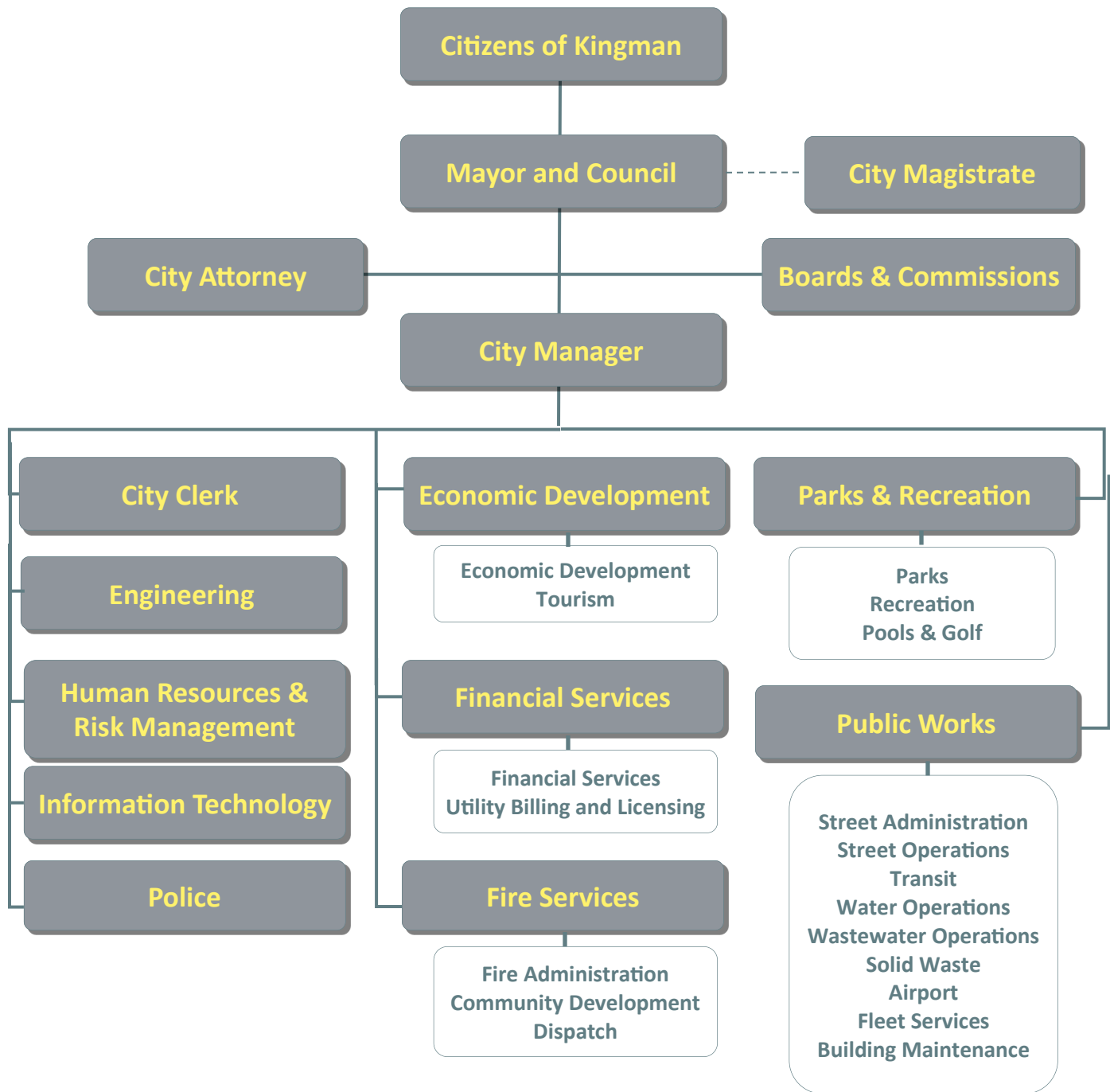
The City Council's guidance and support has been instrumental in the development of the Fiscal Year 2021-22 adopted budget. Special thanks to our Financial Services Director, Tina D. Moline, and Budget and Tax Administrator, Melissa Ellico, our Human Resources/Risk Management Director, Krista Toschlog, department directors, and every employee of the City for their tireless work, commitment to the City of Kingman, and cooperation to make this year's budget process a success.

Respectfully,

A handwritten signature in black ink, appearing to read 'R. Foggin', with a stylized flourish extending to the right.

Ronald W. Foggin
City Manager

City Organization Chart



Mayor and Council



Mayor, Jen Miles



Vice Mayor, Ken Watkins



SueAnn Mello



Deana Nelson



Cherish Sammeli



Jamie Scott Stehly



Keith Walker

Strategic Plan

The Strategic Plan establishes six focus areas identified by the City Council that are intended to facilitate positive change in the community by embracing innovation, a new way of thinking, and fostering a sense of urgency to address community investment, engagement and capital improvements. The City Council utilizes the annual National Citizen Survey to prioritize areas of focus. Although the Strategic Plan spans over a five-year period, the City Council reevaluates the focus areas each year. The City Manager and Senior Leadership Team assign actions each year to the focus areas to assist the City Council in meeting the objectives of the Strategic Plan. The focus areas are listed below, and the actions are discussed in more detail in the “Operating Budgets” section of this document.



Improved City Services and Livability

Kingman is and will stay a desirable community to live in. As citizens of Kingman, we will actively promote our pride in Kingman.



Modernization

We shall employ innovative and cutting-edge practices, keeping the City on the forefront of technologies that improve livability and sustainability.



Economic Prosperity

Kingman will attract and retain higher paying jobs, resulting in more retail and growth opportunities, which increases city revenue.



Communication and Teamwork

Working together within the organization and with the community, we will effectively disseminate information and ideas for the betterment of Kingman.



Partnerships

Working TOGETHER with internal and external stakeholders, we are powerful! Together, we are more efficient. Together, we are more effective. Together, we are more transformational. Together, we have better outcomes.



Culture

We will have an expectation of excellence and take pride in our community while developing partnerships with those we serve. We will cultivate a thriving work environment through professionalism, accountability, and safety.

Mission, Vision & Values

We serve our residents, businesses, and visitors through innovative leadership, partnership and community focused service providing a safe and quality community that is thriving.

MISSION VISION VALUES

The City of Kingman is a collaborative regional leader providing exceptional services and enhancing quality of life, fostering an atmosphere where citizens and businesses can succeed.

COMMITMENT: We go the extra mile to build partnerships, serve, protect, create, and provide ways for our community to thrive.

INTEGRITY: We conduct our actions in an ethical and honest manner.

PROFESSIONALISM: We are qualified, skilled, and committed to providing the highest possible level of customer service to our residents, customers, and visitors.

RESPECT: We strive to be an inclusive, prospering, and sustainable organization fostering opportunities for current and future generations.

SAFETY: We are committed to the health and wellness of our employees, visitors, and community.

TEAM: Our workplace is made up of amazing individuals who are real, vulnerable, and transparent human beings who speak from the heart, value other's contributions and invest in each other's growth to achieve greatness while having fun along the way.

TRUST: We serve as responsible stewards of the public resources entrusted to us.



Community Profile

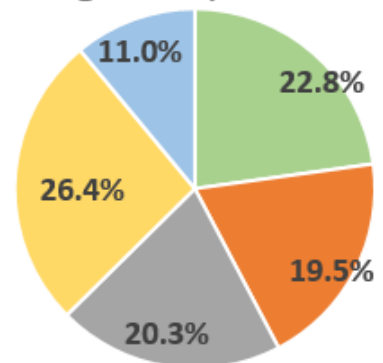
City of Kingman, Arizona

Kingman was settled in 1887. It incorporated into a city on January 21, 1952. Kingman uses a Council-Manager form of government. The City covers 35.3 square miles.



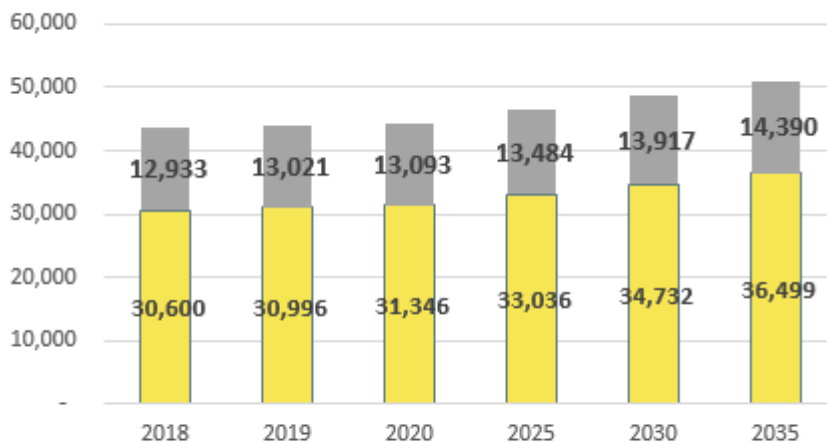
Kingman serves as the County seat of Mohave County. It is located 107 miles south-east of Las Vegas, Nevada. It is 195 miles from the Arizona State Capital, Phoenix. Flagstaff is located 146 miles to the east of Kingman along Interstate 40.

Age Composition



- 0 to 19 Years
- 20-24 Years
- 35-54 Years
- 55-74 Years
- 75+ Years

Population & Population Projections



■ Population & Population Projections Kingman Area (including New Kingman-Butler)

■ Population & Population Projections Kingman City Limits



Community Profile (cont.)



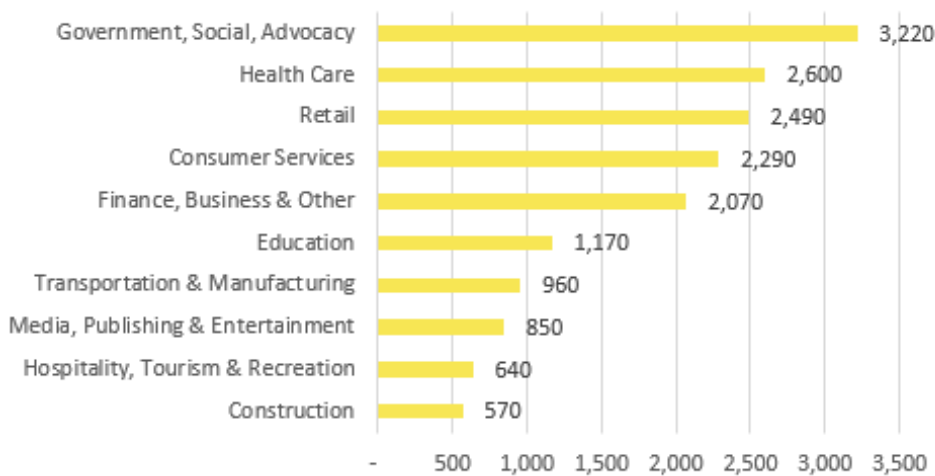
Household Information

The average persons per household is 2.38. The average household income is \$49,029. The average commute time is 18.1 minutes.

Major Employers

- **Kingman Regional Medical Center**
- **Mohave County**
- **Kingman Unified School District**
- **Walmart**
- **City of Kingman**
- **Home Depot**

Employment by Occupation



Population Characteristics

Median Age	42.4 Years
Gender Distribution	51.8% Male
	48.2% Female

Ethnic Distribution

White	78.5%
African-American	2.0%
Native American	2.8%
Asian/Pacific Islander	1.8%
Hispanic or Latino	14.9%



Financial Overview

Fund Structure

Fund Balances & Cash

Reserves

Personnel Summary



Fund Structure

The governmental environment differs from that of business enterprises; however, the underlying accounting policies share many characteristics with private-sector accounting. The principles for financial accounting and reporting for municipalities is established by the Governmental Accounting Standards Board (GASB). The accounting of sources and uses is separated into various fund types. Each fund is a self balancing accounting entity reporting the assets, liabilities, equity, revenues and expenditures of the fund. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means in which spending activities are controlled. The funds are classified as governmental or proprietary with different fund types being found in each of the two classifications.

Governmental Funds

General Fund – This fund is used to account for the daily operations of City of Kingman government, including the Mayor and Council, City Manager, City Attorney, City Clerk, Court, Police and Fire, Finance, Human Resources and Risk Management, Community Development, Parks and Recreation, and Economic Development and is funded primarily by local sales tax and state shared revenues. The General Fund is also used to offset revenue deficiencies in the Transit Fund.

Special Revenue Funds – Special revenue funds account for the proceeds of specific revenues that are legally restricted to expenditure for specific purposes.

Highway User Revenue Fund (HURF) – All street operating expenditures eligible for the state highway revenues are accounted for in this fund. Revenues are primarily derived from fuel taxes, vehicle license tax and other related fees. In 2012 the City Council approved a 1% additional restaurant and bar tax which is dedicated to aid in street maintenance.

Transit Fund – This fund is used to account for the daily operations of the City's bus system and receives funding from the state through its ADOT 5311 grant.

Powerhouse Fund – The City operates a visitor center whose primary dedicated revenue source is 2% of the bed tax collected. This fund is used to account for the operations of the visitor center known, commonly referred to as the Powerhouse.

Local Bond Improvement District Fund – This fund is used as a funding source and ultimate repayment fund for small improvement districts throughout the city.

Court Special Revenue Funds—These funds account for the expenditure appropriations to cover improvements to court processing and collection and enhancements to security.

Grant Funds – These funds account for the necessary expenditure appropriations to cover governmental grant funded programs and services.

Capital Projects Funds – These funds account for acquisition and/or construction of general government capital facilities, systems, equipment, and infrastructure.

Fund Structure (cont.)

Capital Projects – This fund’s primary revenue source has historically been a 2% bed tax collected by the City. Beginning in fiscal year 2021-22, construction sales tax is recommended as an additional funding source. Most general government capital projects are paid from this fund.

Dross Site Clean-Up Fund—Clean-up of the airport’s Dross site will be paid for through this fund.

I-11 E. Kingman Connection Project Fund – Revenues and expenditure appropriations relating to the Kingman Crossing and Rancho Santa Fe Parkway traffic interchange projects are being accounted for in this fund.

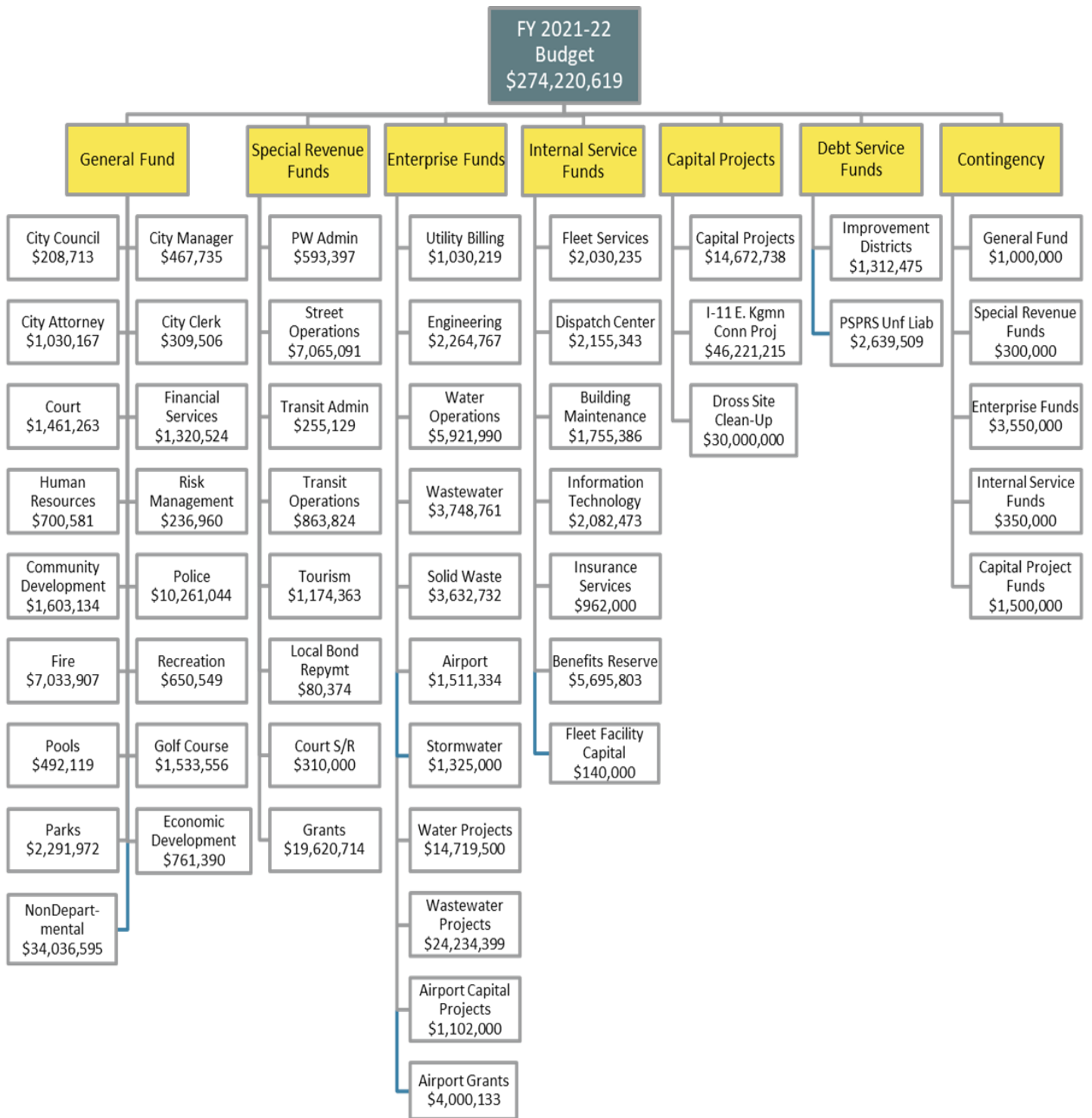
Debt Service Funds - The long-term payment of principal and interest on funds borrowed for general capital purchases is accounted for in these funds. Enterprise related debt is reported in the enterprise funds.

Proprietary Funds

Enterprise Funds – These are funds for which the services provided are operated and financed similarly to a private business, where the cost of providing goods or services to the general public are recovered through user charges. These funds include the Water, Wastewater, Solid Waste, Airport and Stormwater Funds.

Internal Services Funds – Internal service funds are used to account for services provided by one department to other departments on a cost reimbursement basis. The City’s internal service funds include Fleet Services, Dispatch Center, Building Maintenance, Information Technology, Insurance Services and the City’s self-insurance fund, Benefits Reserve.

Fund Structure (cont.)



Fund Balances & Cash Reserves

The City's Fund Balance Policy was formally adopted by the City Council in 2013 and addresses the implications of Governmental Accounting Standards Board ("GASB") Statement No. 54, *Fund Balance Reporting and Governmental Fund Definitions*. The policy ensures the City will maintain adequate fund balances and reserves in order to:

1. Provide sufficient cash flow for daily financial needs;
2. Secure and maintain investment grade bond ratings;
3. Offset significant economic downturns or revenue shortfalls; and,
4. Provide funds for unforeseen expenditures related to emergencies and/or opportunities.

The Fund Balance Policy was developed in accordance with Government Finance Officer's Association's ("GFOA") best practices with recommends maintaining no less than 2 months of operating expenditures and that higher levels may required for organizations whose revenue sources are volatile. With sales tax being one of the most volatile revenue sources and being the primary revenue source for the General Fund, the policy states that the General Fund will maintain a minimum unassigned fund balance in its General Fund ranging from 25 percent to 50 percent of the budgeted expenditures and outgoing transfers. Should the unassigned fund balance of the General Fund exceed the maximum 50 percent range, the City will consider such fund balance surpluses for one time expenditures that are nonrecurring in nature and which will not require additional future expense outlays for maintenance, additional staffing or other recurring expenditures.

The City's Fund Balance Policy also addresses enterprise fund working capital. Similar to the minimum fund balance requirement for the General Fund, enterprise funds will maintain a minimum working capital amount equivalent to 45 to 180 days of operating expenses and outgoing transfers and an amount to fund the following year's capital needs.

Below is a table of the City's historical fund balances for all governmental funds:

Governmental Funds				
	FY2019-20	FY2020-21	FY2021-22	
	Actual	Estimated	Projected	Increase/
Fund Balance	Year End	Year End	Year end	(Decrease)
General Fund	24,346,560	36,438,533	29,851,353	(6,587,180)
HURF	4,040,826	4,301,401	2,872,202	(1,429,199)
Transit	342,894	455,933	198,374	(257,559)
Powerhouse	153,155	150,000	100,000	(50,000)
Capital Projects	3,495,113	2,746,650	1,178,337	(1,568,313)
Pavement Preservation	50,646	-	-	-
I-11 E. Kingman Connection Project	6,106,360	7,473,140	13,842,156	6,369,016
Dross Site Clean-Up	-	-	-	-
Flood Control	-	-	-	-
Other Non-Major Govt Funds	3,830,187	3,806,826	2,062,236	(1,744,590)
Total	42,365,741	55,372,483	50,104,658	(5,267,825)

Fund Balances & Cash Reserves (cont.)

Below is a table of the City's historical fund balances for all proprietary funds:

	Proprietary Funds			
	FY2019-20	FY2020-21	FY2021-22	
	Actual	Estimated	Projected	Increase/
Fund Balance	Year End	Year End	Year end	(Decrease)
Water Operating	5,311,638	5,582,253	3,738,366	(1,843,887)
Wastewater	11,500,524	12,977,796	2,150,386	(10,827,410)
Solid Waste	1,620,363	2,284,898	2,208,986	(75,912)
Airport	2,875,773	2,743,394	1,023,532	(1,719,862)
Water Capital Renewal	5,457,492	5,309,126	2,154,434	(3,154,692)
Water Expansion	6,507,763	5,902,985	3,359,791	(2,543,194)
Colorado River Water Authority	6,407,448	5,902,473	1,300,424	(4,602,049)
Wastewater Capital Renewal	1,175,115	2,468,067	2,085,586	(382,481)
Wastewater Expansion	10,484,114	6,975,153	799,937	(6,175,216)
Airport Capital Projects	-	-	-	-
Stormwater Capital Projects	1,966,505	2,101,721	1,230,318	(871,403)
Airport Grants	32,599	42,072	-	(42,072)
Stormwater Grants	39,103	10,815	10,815	-
Fleet Services	1,376,075	915,874	385,456	(530,418)
Fleet Facility Capital Reserve	-	42,671	36,935	(5,736)
Dispatch Center	957,627	1,134,409	390,369	(744,040)
Building Maintenance	573,392	501,473	366,860	(134,613)
Information Technology	641,090	481,752	345,902	(135,850)
Insurance Services	1,394,701	1,279,008	694,384	(584,624)
Employee Benefits Reserve	999,678	690,021	628,086	(61,935)
Total	59,321,000	57,345,961	22,910,567	(34,435,394)

Personnel Summary

Personnel and Employee Compensation

Personnel comprises 49% of the total operating budget. As it is a significant portion of the budget, employee compensation is highly scrutinized.

Due to the uncertain economic environment that COVID-19 would create, measures were taken in FY2020-21 to ensure the City's workforce remained in tact: 1) employee salary increases were foregone, and 2) several vacant positions were not filled. During FY2020-21, COVID-19 has had an unexpected, extremely positive effect on the City's economic condition. With employee investment being a City Council priority and the City's strong financial condition and outlook, a salary increase of 3% (effective July 2021) and cost of living adjustment of 1.7% (effective January 2022) for full-time employees are included in the FY2021-22 adopted budget. Additionally, the FY2021-22 adopted budget includes filling the vacant positions from FY2020-21.

In January 2022 a State mandated increase to minimum wage will occur and will result in an increase to part-time employee wages. The City's pay plan will be adjusted accordingly by reclassing two pay grades (201 and 202) to pay grade 203.

Staffing Level Changes

The FY2021-22 adopted budget reflects an increase in staffing level of 13 full-time employees, from 381.5 to 394.5.

Fund	Position	Grade
Airport	Operations & Maintenance Specialist	209
Building Maintenance	Facilities Custodian	203
Dispatch Center	Public Safety Telecommunicator	209
Fleet Services	Fleet Technician	210
Fleet Services	Service Technician	206
General Fund	Building & Life Safety Inspector	214
General Fund	Firefighter	401
General Fund	Firefighter	401
General Fund	Administrative Assistant	206
General Fund	Administrative Assistant	206
General Fund	Administrative Secretary	204
HURF	Sign & Marking Technician	209
Powerhouse	Administrative Assistant	206

Benefit Rates and Costs

The City currently offers two types of health plans to its employees and elected officials, an EPO plan and an HDHP plan. Health insurance premiums for both plans are increasing in FY2021-22 by about 1.5%, or \$95,431. Dental, vision and life insurance premiums will remain unchanged. The City shares the costs of health insurance premiums with employees and pays anywhere between 76% to 94% of the employee's premiums, depending on the plan and type of coverage elected. The adopted budget absorbs the entire increase of \$95,431, passing none of the increase on to employees.

Personnel Summary (cont.)

Benefit Rates and Costs (cont.)

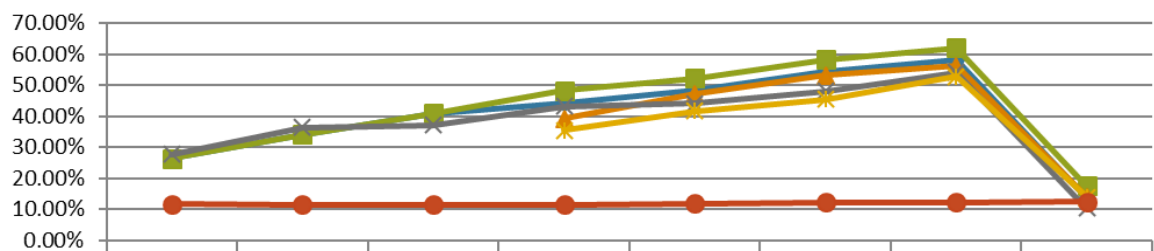
City employees, other than police sworn and fire uniform personnel, are required to participate in the Arizona State Retirement System (ASRS). The contribution rate for both the employer and employee for the ASRS is increasing from 12.22% to 12.41%. This equates to an overall increase of \$27,511.

Police sworn and fire uniform personnel are required to participate in the Public Safety Personnel Retirement System (PSPRS). The employee contribution rates for the PSPRS remain unchanged. Historically, the employer contribution rates have increased considerably, with Tier 2 Fire contribution rates reaching 62.16% in FY2020-21. Due to lacking investment returns and plan assumptions, the unfunded liability has grown exponentially since 2015 reaching \$31.4 million in FY2020-21. With the Tier 1 and Tier 2 plans closing and the City being required to pay the unfunded liability obligation by 2038, the City Council adopted a pension funding policy in June 2019. This was done so in an effort to address the plans' rising costs and reduce the future unfunded liability. Regardless, meeting the obligation by 2038 was going to be challenging and have a significant impact on the General Fund's cash reserves.

With interest rates at historic lows, pension obligation bonds have become attractive and a financing tool for local governments to address growing pension liabilities. On May 4, 2021 the City Council approved Resolution No. 5348 which approved the issuance of \$38.755 million in excise tax revenue obligations in July 2021 to pay the City's recognized and unrecognized unfunded liability and establish a contingency reserve to address the risk of future Tier 1 and Tier 2 plan shortfalls. Annual payments made to PSPRS will now be leveled which will free up the General Fund's cash reserves for uses other than one-time additional payments being made to PSPRS. The net-present value savings to the General Fund will result in almost \$19 million.

For FY2021-22, the employer contribution rate to PSPRS will decrease to a range anywhere from 10.23% to 17.57%. This results in a decrease of \$2.98 million in PSPRS expenses. Although an annual debt service payment of \$2.64 million will be incurred, the General Fund will still recognize a savings of \$340,000 in FY2021-22.

Historic State Retirement System Employer Contribution Rates



	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
◆ PSPRS-Fire (Tier 1)	26.43%	34.03%	40.96%	44.30%	48.22%	54.27%	58.16%	13.57%
■ PSPRS-Fire (Tier 2)	26.43%	34.03%	40.96%	48.30%	52.22%	58.27%	62.16%	17.57%
▲ PSPRS-Fire (Tier 3)				39.13%	47.08%	53.12%	56.25%	13.94%
✕ PSPRS-Police (Tiers 1 & 2)	27.75%	36.32%	37.20%	43.09%	44.08%	48.09%	54.21%	10.23%
✱ PSPRS-Police (Tier 3)				35.40%	41.59%	45.50%	52.83%	13.94%
● ASRS	11.60%	11.47%	11.48%	11.50%	11.80%	12.11%	12.22%	12.41%

Personnel Summary (cont.)

Job Title	FTE	Job Title	FTE	Job Title	FTE
Accountant	2	Deputy Police Chief	2	Parks & Recreation Director	1
Administrative Assistant	8	Economic Development Director	1	Parks Superintendent	1
Administrative Assistant II	6	Economic Development Manager	2	Payroll Specialist	1
Administrative Coordinator	2	Electrician I	1	Permit Technician	1
Administrative Secretary	7	Electrician II	1	Planner	1
Administrative Supervisor	2	Electrician III	1	Planning Services Manager	1
Airport General Manager	1	Engineering Technician	2	Plans Examiner	1
Airport Ops & Maintenance Specialist	3	Engineering Technician II	3	Police Chief	1
Airport Ops & Maintenance Supervisor	1	Engineering Technician Supervisor	1	Police Officer	41
Assist Public Works Director-Utilities	1	Equipment Mechanic	6	Pool Operator	2
Assist Public Works Dir-Transportation	1	Equipment Operator A	15	Pre-Treatment Inspector	1
Assist. Court Administrator	1	Equipment Operator B	24	Project Manager	4
Assistant City Engineer	2	Evidence Technician II	2	Public Affairs Coordinator	1
Assistant City Prosecutor	2	Finance Administrator	1	Public Safety Telecommunicators	12
Assistant Financial Services Director	1	Finance Technician	2	Public Works Director	1
Assistant Fire Chief	2	Financial Services Director	1	Recreation Coordinator	2
Assistant Golf Pro	1	Fire Captain	12	Recreation Supervisor	1
Assistant Golf Superintendent	1	Fire Chief	1	Risk Management Analyst	1
Assistant Parks Superintendent	1	Fire Crew Leader	1	Sergeant	7
Associate Magistrate	0.5	Fire Engineer	12	Service Technician	1
Battalion Chief- Administration	2	Fire Fighter	20	Solid Waste Superintendent	1
Battalion Chief- Operations	3	Fire Maintenance Worker	2	Street Construction/Maint. Supervisor	1
Blue Stake Coordinator	1	Fleet Maintenance Supervisor	1	Signs & Markings Technicians	1
Budget and Tax Administrator	1	Fleet Technician	1	Support Services Administrator	1
Building & Life Safety Inspector	7	Food and Beverage Coordinator	1	Survey Instrument Technician	1
Building Maintenance Supervisor	1	GIS Technician I	1	Survey Party Chief	2
Building Maintenance Technician II	2	GIS Technician II	1	Tourism Services Manager	1
Facilities Custodian	5	Golf Professional	1	Transit Operator	9
Chemical Applicator	2	Golf Superintendent	1	Transit Superintendent	1
City Attorney	1	Grants Administrator	1	Utility Billing Manager	1
City Clerk	1	Groundskeeper	14	Utility Billing Specialist	1
City Engineer	1	Human Resources Administrator	1	Veteran's Court Program Coordinator	1
City Magistrate	1	Human Resources Generalist	2	Vice-Mayor	1
City Manager	1	Human Resources/Risk Director	1	Visitor Center Coordinator	1
City Surveyor	1	Information Technology Assist Director	1	Wastewater Collections A	3
Code Enforcement Officer	4	Information Technology Coordinator	3	Wastewater Treatment Ops Supervisor	1
Communication Center Supervisor	4	Information Technology Director	1	Wastewater Treatment Plant Operator II	2
Communications Center Manager	1	Information Tech Systems Administrator	2	Wastewater Treatment Plant Operator III	2
Community Development Manager	1	Investigations Analyst	1	Wastewater Treatment Plant Operator IV	3
Council Member	5	Irrigation Technician	1	Water Construction/Maint. Supervisor	1
Court Administrator	1	Irrigation Technician II	2	Water Quality Program Manager	1
Court Clerk	3	Judicial Assistant	1	Water Service Supervisor	1
Courtroom Clerk	1	Lab Analyst	1	Water Service Worker	4
Crew Leader	6	Legal Assistant	2	Water Technician A	3
Customer Service Representative	4	Lieutenant	3	Water Technician B	1
Deputy City Attorney	1	Maintenance Technician	1	Welder	1
Deputy City Clerk	1	Mayor	1	Total Budgeted FTE	394.5

Budget Development

Budget Process

Budget Overview

Budget Assumptions-Revenues

Revenues/Sources by Fund

Budget Assumptions-

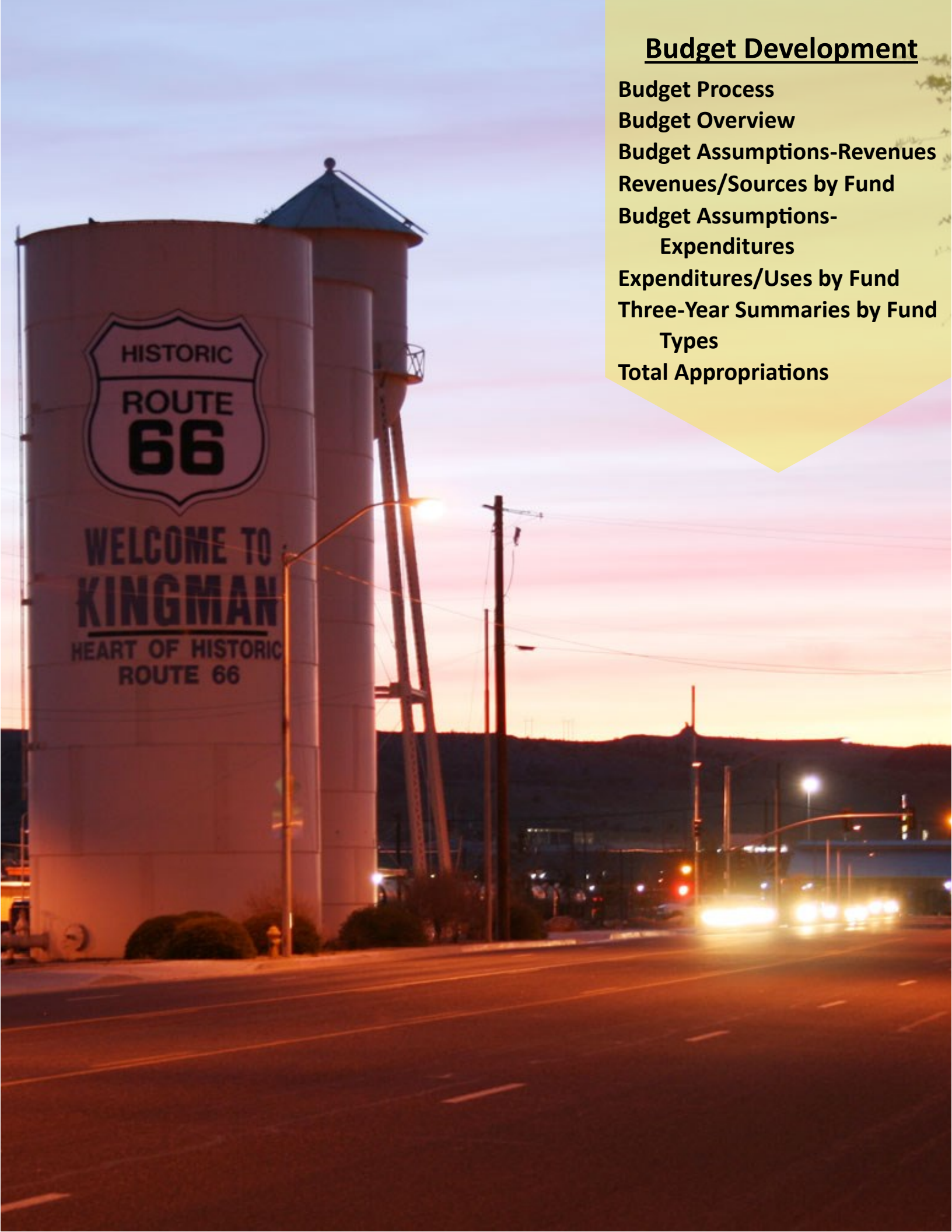
Expenditures

Expenditures/Uses by Fund

Three-Year Summaries by Fund

Types

Total Appropriations



Budget Process

The budget is evaluated by the City Manager, Financial Services Director and Budget and Tax Administrator. The City Manager makes recommendations for full funding to the City Council. Following are the major steps in preparation of the budget:

- Council input on priorities through a Council Retreat
- Community input through citizen surveys
- Forecast revenues and fund balances
- Determine amount of supplemental requests that can be funded to ensure a balanced budget
- Present to Council for review, tentative and final adoption

The budget process begins in late November/early December and concludes with the final adoption in late June. Revenue projections and expenditure assumptions begin in December and are revised periodically through late April. Assumptions are developed based on the following:

- Projected revenues for all revenue sources
- ASRS and PSPRS contribution rate increases
- Insurance premium increases and City cost sharing formulas
- Employee compensation increases
- Expanded, eliminated and new programs and/or services

In March, departments submit their operating budgets for review. The City Manager, Financial Services Director, Budget and Tax Administrator and Human Resources Director meet with each department to discuss priorities and the department's needs to maintain current service levels. If there is sufficient revenue to cover expenses, decisions to fund supplemental budget requests may be made. After consideration of all priorities, requests and estimated revenues and reserves, a recommended budget is presented by the City Manager to the City Council in May for discussion and approval.

Budget Calendar Fiscal Year 2021-22	
11/16/2020	Departments receive CIP worksheets and priority evaluation criteria
12/31/2020	Departments to submit completed CIP worksheets and priority evaluation criteria to Finance.
1/4/2021	Departments receive operating budget materials
1/20/2021	YTD Financial Recap and Look Forward Work Session: Council, City Manager, Finance and Individual Departments
1/26/2021	Finance submits CIP worksheets, priority evaluation criteria and challenges/opportunities to City Manager
2/1 - 2/4/2021	Department CIP meetings with City Manager and Finance
2/22/2021	Departments return budget materials to Finance to include program and service priorities
2/26/2021	Strategic Planning Council Retreat: Council, City Manager, Finance and Individual Departments
4/5/2021	Finance submits department operating budgets and other materials to City Manager
4/12 - 4/15/2021	Department work sessions – operating budget and priorities overview with City Manager, Finance and Human Resources
5/19/2021	Preliminary Budget and Capital Improvements Plan delivered to Council
5/25 - 5/26/2021	Budget and CIP Work Sessions: Council, City Manager, Finance, and Individual Departments
6/3/2021	Last day to make revisions to the Preliminary Budget
6/15/2021	Tentative Budget Adoption
6/28/2021	Final Budget Adoption

Budget Process (cont.)

Budgetary and Accounting Basis

Governmental Funds

The General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds budgets are developed using the modified accrual basis of accounting. Under the modified accrual basis:

- Revenues are recognized as soon as they are measurable and available to finance the expenditures in the current period or soon enough thereafter to pay liabilities of the current period.
- Expenditures are recognized when the related fund liability is incurred, except for items such as principal and interest on general long-term debt that are recognized when due and compensated absences, which are recorded when payment occurs.

Proprietary Funds

The Water, Sewer, Solid Waste, Airport and Stormwater Funds are accounted for using the full accrual basis of accounting. Under the full accrual basis:

- Revenues are recognized when earned, and expenses are recognized when incurred. Interest on bonds, proceeds of which are used in financing the construction of certain assets, is capitalized during the construction period net of interest on the investment of unexpended bond proceeds.
- Expenditure estimates are developed for all expenses incurred during the fiscal year.

The budget basis used does have a few exceptions to the modified and full accrual basis of accounting. A reconciliation of budgetary and Generally Accepted Accounting Principles (GAAP) fund balances is provided each year within the Comprehensive Annual Financial Report (the “Financial Report”).

Budget Overview

The adopted budget for FY2021-22 totals \$274.2 million, which includes a \$66.4 million operating budget, \$134.8 million capital budget, and \$34.0 million in pension expenses. This represents a 23.1% increase over the previous fiscal year budget of \$222.8 million. Budgeted capital for FY2021-22 is significant at \$140.2 million and includes construction of the Rancho Santa Fe Parkway traffic interchange, construction of phase I of the Downtown Streetscape project, design and construction of phase I of the Sunbelt Sports Park, improvements to the water, wastewater and drainage systems, CAD software system replacement, street improvements and right-of-way acquisition, airport and airpark improvements, fire apparatus (quint), purchase of a building for a future electric car collection, walking and biking trail enhancements, playground equipment, community branding, and beautification and signage, to name a few. Refer to the Capital Improvement Plan (CIP) section of this document for additional information on the FY2021-22 projects. Although operating budgets increased 11.8% from the previous fiscal year, most of the increase is a result of re-establishing operating budgets to pre-pandemic levels. When comparing this year's operating budgets to FY2019-20 operating budgets, there is a decrease of 0.3%. This takes into consideration the FY2021-22 reduction in PSPRS expenses of \$2.98 million.

Revenues

Budgeted revenue for FY2021-22 totals \$234.5 million and represents a 27.8% increase over the previous fiscal year. This is due in large part to anticipated increases in local sales tax, federal and state grant awards, charges for services and debt proceeds.

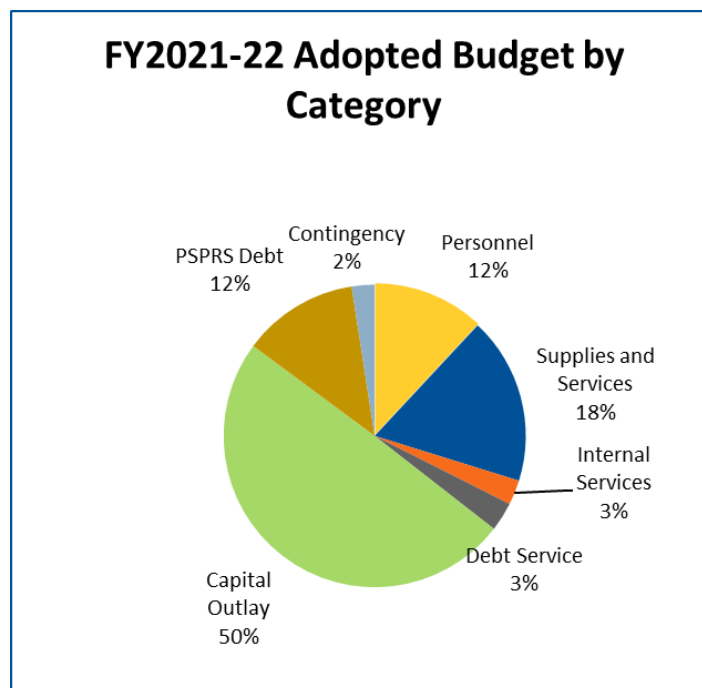
Signed into law on March 11, 2021, the American Rescue Plan Act provides cities and towns with \$65 billion in additional funding. The funding will be allocated in two even distributions, one at the end of fiscal year 2020-21 and one at the end of fiscal year 2021-22. The City of Kingman is expected to receive approximately \$7.4 million in total distributions based on the original allocation formula. Since the pandemic, federal COVID funding (AZ Cares Act and American Rescue Plan Act) has increased City one-time revenues by more than \$11.0 million.

The City doesn't collect a primary property tax and relies heavily on local sales tax and state shared revenues for the General Fund and HURF. Local sales tax accounts for 10.1% and state shared revenues account for 5.5% of the total estimated revenues. In addition to local sales tax and state shared revenues, the City has various other revenue sources. Charges for water, wastewater, solid waste, airport, and the parks and recreation programs account for 11.0% of the total revenue estimated. Federal and state grant awards of \$24.2 million is included in the estimated revenues for this fiscal year. Other revenues collected include building permits, business licenses, special event permits, franchise fees, fines and forfeitures, development investment fees, and contributions from outside sources. Other nonrecurring revenues of \$57.0 million in debt proceeds are also estimated for this fiscal year.

Budget Overview (cont.)

Expenditures

Budgeted expenditures for FY2021-22 total \$274.2 million which represents a 23.1% increase over the prior fiscal year. Design and construction of Rancho Santa Fe Parkway traffic interchange and connecting roads to the airport and industrial park, improvements to various City systems, vehicle and equipment replacements, technology system replacements, water sustainability, expanding tourism through downtown infrastructure and aesthetic improvements and by purchasing a building to house the City's electric car collection, enhanced livability by improving trails, parks and open space areas, and community branding, beautification and signage comprise most of the projects included on the City's 5-Year Capital Improvement Plan. It's important to point out that because of the federal funding programs established to help cities and towns recover due to the pandemic, the City is able to fund tourism-related and infrastructure improvement projects that never before had a funding source.



Fund Balance

The FY2021-22 adopted budget includes estimated revenues of \$234.5 million and budgeted expenditures of \$274.2 million. The \$39.7 million difference will come from fund balance, or cash reserves.

FY2021-22 Total Appropriations - Budget by Fund								
	General Fund	HURF	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Services	Total
Total Revenues	78,139,274	4,020,881	20,627,298	81,792,949	231,000	36,668,128	13,037,875	234,517,405
Transfers In	2,427,937	3,080,363	1,326,284	15,045,785	3,316,160	19,215,061	290,000	44,701,590
Total Sources	80,567,211	7,101,244	21,953,582	96,838,734	3,547,160	55,883,189	13,327,875	279,218,995
Total Expenditures	65,399,715	7,908,488	22,354,404	92,393,953	3,951,984	67,040,835	15,171,240	274,220,619
Transfers Out	21,754,677	621,950	182,873	24,290	683,421	21,080,531	353,848	44,701,590
Total Uses	87,154,392	8,530,438	22,537,277	92,418,243	4,635,405	88,121,366	15,525,088	318,922,209
Change in Fund Balance	(6,587,180)	(1,429,199)	(583,691)	4,420,490	(1,088,245)	(32,238,178)	(2,197,216)	(39,703,219)

Budget Assumptions—Revenues

Local Sales Tax

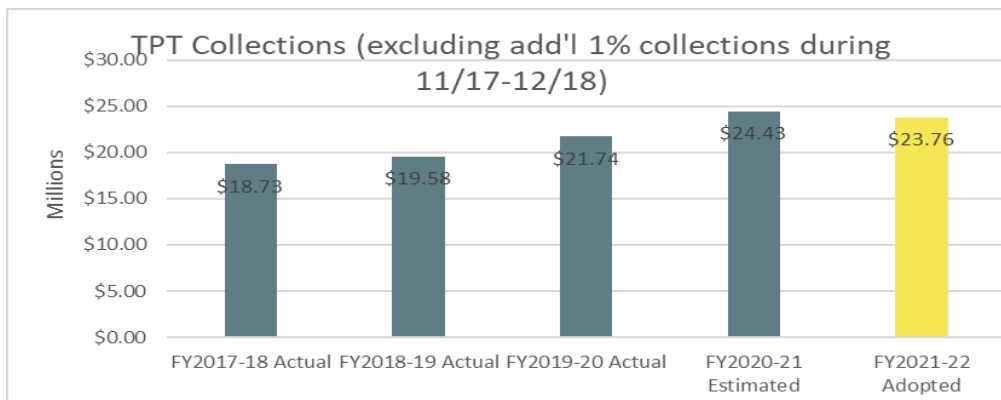
Arizona cities and towns have the authority, per statute, to establish certain taxes for revenue purposes. One of these taxes is transaction privilege tax (“TPT”), or what is commonly referred to as sales tax. Local sales tax is the City of Kingman’s most important revenue source for not only funding the daily operations and maintenance of many citywide programs and services but also for funding general government capital projects.

TPT is collected by the Arizona Department of Revenue who then distributes collections to the applicable Arizona counties, cities and towns. The City of Kingman levies a 2.5% tax, with the exception of restaurants/bars (3.5%), hotels/lodging (6.5%) and commercial/residential leasing (2.0%), on sales collected within the City’s boundaries.

TPT collections are used for various City programs and services. TPT collections taxed at 2.5% or under are used to fund General Fund programs and services. The additional 1.0% restaurant/bar tax is dedicated to streets operations and maintenance as approved by the City Council in 2012. Of the 4.0% additional hotels/lodging tax collected, 2.0% is dedicated to tourism, and 2.0% is dedicated to general government capital projects.

In developing the FY2020-21 budget, it was assumed that because of the pandemic the local economy would experience a significant downturn and possibly a long-term recovery. A decline in almost all revenues citywide was expected and adopted as part of the FY200-21 budget. Instead, the pandemic has had the opposite effect on the City’s economy. The last quarter of FY2019-20 and through March of FY2020-21 have experienced the most robust growth in sales tax and building since the early 2000’s. All taxable categories, with the exception of tourism and restaurants, have had month over month increases. Restaurant and bar TPT collections were down in May and June 2020 but quickly recovered and are now exceeding pre-pandemic collections. With national and international travel opening back up, the City expects tourism to recover and reach pre-pandemic levels by FY2021-22 year-end.

City TPT collections have increased 17% through March 2021. Considering the spike in growth during the last quarter of FY2019-20, the City is expecting the last quarter of FY2020-21 to grow at less than 17% and is taking a more conservative approach for FY2020-21 year-end estimated collections, using a 12.6% growth rate. It’s unlikely that year-over-year growth at these levels are sustainable. Additionally, federal stimulus packages have certainly sparked consumer spending, and it’s likely consumer spending will level out or slightly decline in the upcoming fiscal year. These assumptions are included in the FY2021-22 estimated TPT collections.

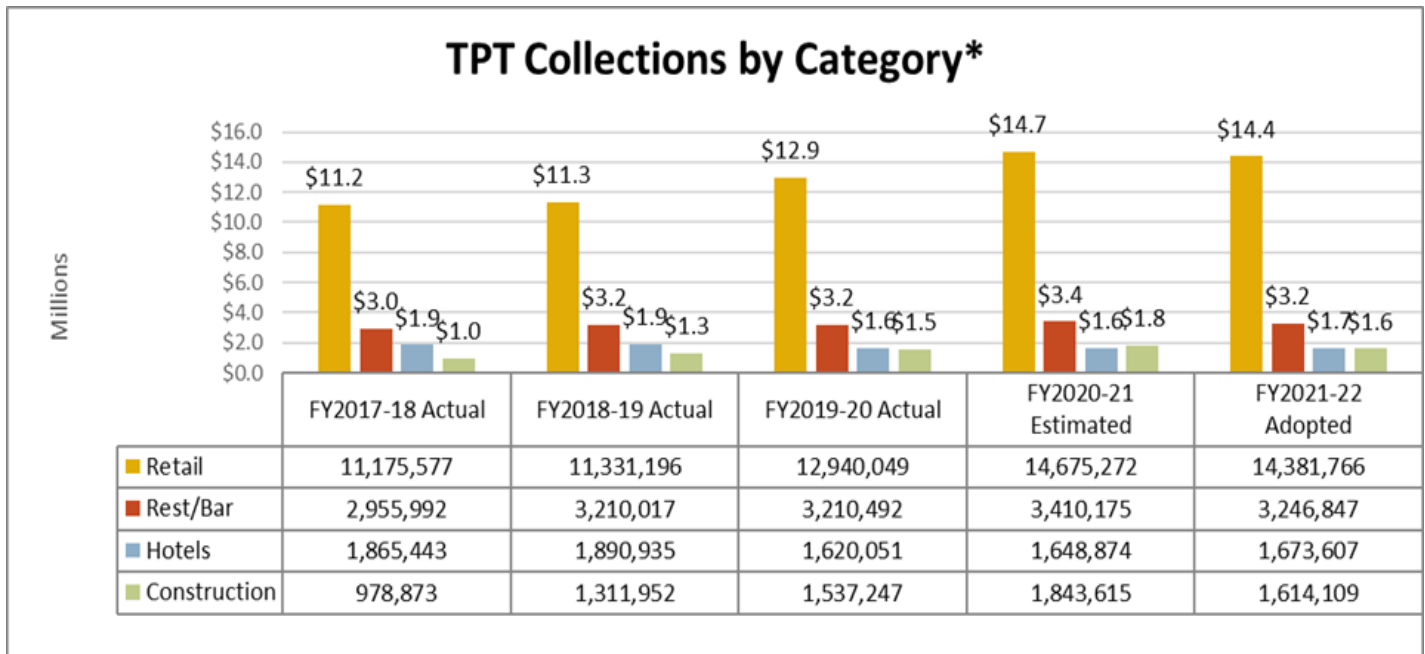


Budget Assumptions—Revenues (cont.)

Local Sales Tax (cont.)

Retail sales tax is by far the largest producing category of the City's overall sales tax with restaurants and bars, hotels and lodging, and construction ranking 2nd, 3rd, and 4th.

*These figures do not include the additional 1% sales tax collected during November 1, 2017—December 31, 2018.



State Shared Revenues

Arizona cities and towns receive a portion of the revenues collected by the State of Arizona. These revenues consist of state sales tax, income tax, vehicle license tax, and highway user revenue. State sales tax and income tax are distributed based on a city's population in relation to the overall state's population. Vehicle license tax is distributed based on a city's population in relation to its county's overall population. Highway user revenue is distributed using a more complex calculation—50% based on a city's population in relation to the overall state population; 50% based on gasoline sales in the county where the city resides and the city's population in relation to county's overall population.

Other than highway user revenues, state shared revenues are collected in the General Fund and are used to fund the daily operations of General Fund programs and services. In accordance with the Arizona Constitution, highway user revenues are collected in the Highway User Revenue Fund and are used solely on street operations and maintenance. During the recession, the City experienced dramatic declines to highway user revenue distributions (22% from the peak in 2007) due to the state sweeping these revenues amongst cities statewide. Although the state has since reinstated a portion of the swept revenues, street maintenance has become a serious problem for many statewide communities, including the City of Kingman.

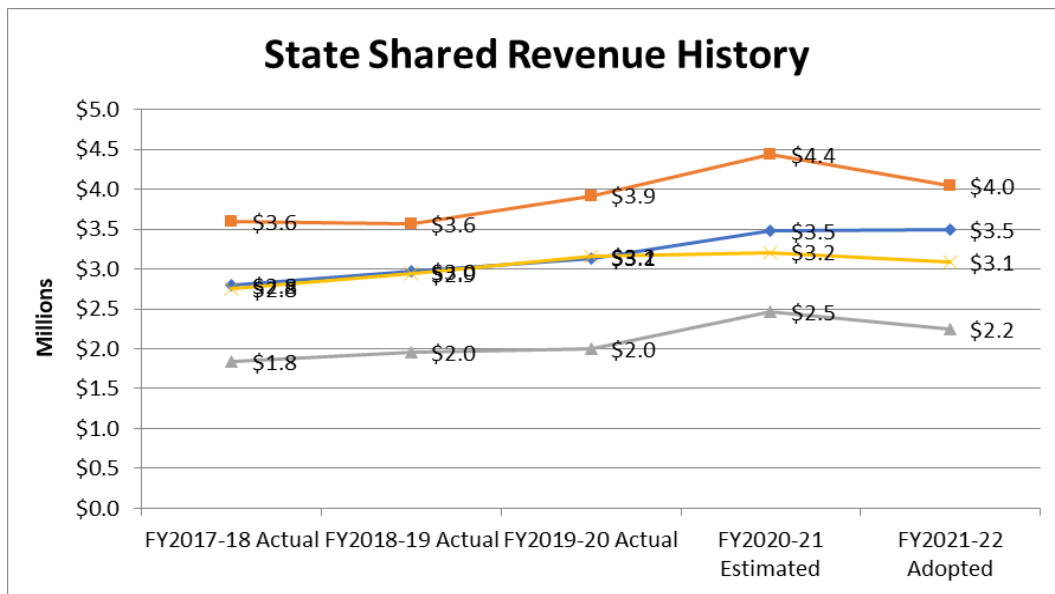
Although it was expected that the state shared sales tax, highway user revenue and vehicle license tax distributions in the last quarter of FY2019-20 and through FY2020-21 would decline due to the COVID-19 pandemic, similar to local

Budget Assumptions—Revenues (cont.)

State Shared Revenues (cont.)

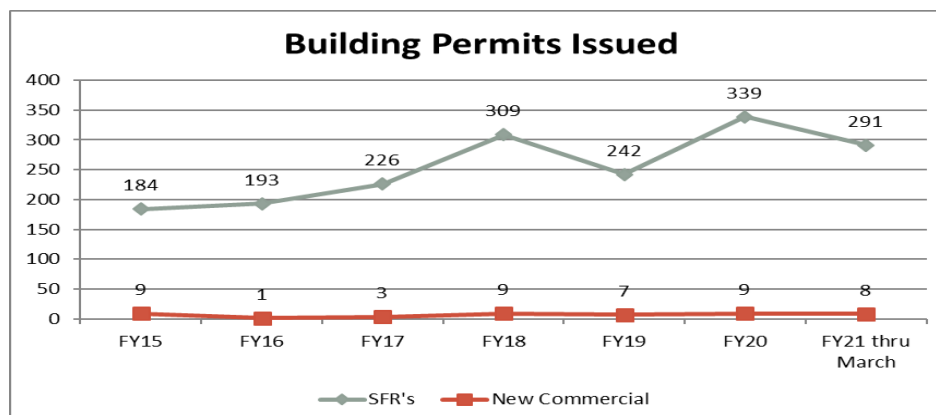
sales tax, state shared revenues also increased through the pandemic. The State is expecting the HURF and Urban Revenue state shared revenue distributions to decline and Vehicle License Tax and State Sales Tax revenue distributions to increase from FY2020-21. Although the State is projecting a slight increase in Vehicle License Tax, the City is estimating it to remain almost unchanged.

It is important to note that the State legislature is pursuing a flat tax be implemented over a 3-year period. If a flat tax is passed, it will impact the Urban Revenue Sharing state shared distribution for all cities and towns, resulting in an overall decrease of \$1.2 million for the City. If passed, the City would notice a reduction in these revenues beginning in fiscal year 2023-24 with full implementation being noticed by fiscal year 2025-26. In projecting state shared revenues over the course of the next five years, this reduction has been taken into consideration.



Building Permits

The City's residential building remains strong and is expected to exceed a 14% year-over-year growth rate by the end of FY2020-21. However, with building permits hitting historic highs, it is uncertain if building permits will continue to climb during FY2021-22. Expecting building to stabilize during FY2021-22, both building permits and construction sales tax are estimated to decline slightly in FY2021-22.



Budget Assumptions—Revenues (cont.)

Charges for Services

Charges for Services are fees charged for specific programs and services provided by the City. They include parks, recreation, golf course and swimming pool user fees, utility (water, wastewater and solid waste) user fees, meter connection fees, airport lease fees, and transit system fares. With the exception of a few general government user fees, most user fee growth rates are directly correlated to population growth. The City of Kingman's population growth estimates for Fiscal Year 2021-22 are 1.5% (*Source: Arizona Office of Economic Opportunity*).

Utility Fees

The City of Kingman provides water and wastewater services to residents and businesses inside and outside city limits as well as solid waste services to residents and businesses inside city limits. Charges for these services are based on customer type and volume.

Water utility rates have remained unchanged since July 1, 2013, and the rate structure has remained unchanged since before 2000. A comprehensive water rate study began in FY2017-18 and concluded in March 2020. The water rate study focused on the rate structure for both base and volume rates as well as capital renewal rates which are directly related to the cost of replacing aging infrastructure. However, the rate study results and recommendation was not taken to the City Council for consideration during FY2020-21 due to the pandemic and its unknown financial effects on residents and businesses. Since the data used to develop the study's financial model is now outdated, city staff will update the financial model and bring a modified recommendation to the Council in early FY2021-22. Based on existing connection growth rates, a 2.9% increase is included in the FY2021-22 adopted budget:

Water System				
Revenue	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted
Base and Volume Rate Revenues	6,900,302	6,658,376	7,360,212	7,571,175
Capital Renewal Fees	931,161	903,674	960,328	989,138
Total Base, Volume and C/R Fees	7,831,463	7,562,050	8,320,540	8,560,313

The wastewater system's rates have remained unchanged since January 1, 2013, but a rate study is included for FY2021-22. At the end of FY2020-21, the system will have \$23.8 million in debt outstanding relating to two treatment plant upgrades constructed in 2009 and 2011. The debt will be paid off in FY2027-28 and FY2029-30. The treatment plants were built to accommodate for significant growth in users, and over the last few years the system has experienced strong growth resulting in an estimated 3.5% increase to revenues in FY2021-22:

Wastewater System				
Revenue	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted
Base and Use Revenues	9,102,899	8,421,273	9,288,624	9,618,639
Capital Renewal Fees	132,103	127,629	136,767	140,870
Total Base, Flow and C/R Fees	9,235,002	8,548,902	9,425,391	9,759,509

Budget Assumptions—Revenues (cont.)

Utility Fees (cont.)

The solid waste system's rates have remain unchanged since 2011, and the cost of providing services have increased. With the need to fund vehicle replacements and ongoing operations, it was necessary to perform a rate and cost of service study for the system. The results of the study were presented to the Council in late FY2019-20, and Council directed staff to conduct a customer survey before deciding on rates and service changes. After conducting a customer survey during FY2020-21, the results of the survey indicated that recycling services would be eliminated at least until the recycling market conditions improved. On April 20, 2021 Council adopted a rate increase to both residential and commercial users which goes into effect on July 1st and is included in the adopted budget:

Solid Waste System				
Revenue	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimate	FY2021-22 Adopted
Residential Trash Service	2,742,566	2,706,910	2,850,532	2,980,089
Commercial Trash Service	968,766	906,410	931,480	1,026,864
Total Trash Service	3,711,332	3,613,320	3,782,012	4,006,953

The City does not currently operate a stormwater division. Although improvements to the City's drainage system are completed each fiscal year, this is only done so through flood control revenues collected and distributed by Mohave County. Drainage is a severe problem in several areas of the city, and the revenues received from the County amounts to an average of \$600,000 per year. A stormwater enterprise fund was created in FY2019-20 as a means to operate, maintain, and dedicate funding for the City's drainage system. A stormwater master drainage plan was completed at the end of FY2019-20. A stormwater rate study is currently underway and is expected to be completed in early FY2021-22. Stormwater rates are not included in the adopted budget.

Development Investment Fees

Development investment fees are assessed on new development for the purpose of financing infrastructure needed to support a growing community. Other than a wastewater development investment fee, the City does not currently collect development investment fees. In order to pay for growth related projects and infrastructure, development investment fees for public safety, parks and recreation, and streets are being considered as a new revenue source. A fee study has been completed, and several public meetings have been conducted since October 2020. With the Council having adopted the Land Use Assumptions and Infrastructure Improvements Plan on May 4th, a public hearing on development investment fees will be held on June 15th. It is unknown if the fees will be adopted so they are not included in the FY2021-22 adopted budget.

Revenues/Sources by Fund

Fund	FY 2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted	FY2021-22 % of Total
General Fund	33,266,643	28,750,011	40,526,295	78,139,274	33.3%
HURF	4,074,406	3,502,735	4,225,806	4,020,877	1.7%
Transit	645,275	671,012	866,845	661,394	0.3%
Powerhouse	286,746	237,853	185,146	249,834	0.1%
Capital Projects	521,200	821,644	511,490	902,529	0.4%
Pavement Preservation	10,276	-	5,161	-	0.0%
I-11 E. Kingman Connection Project	74,655	46,183,018	6,780	50,890,232	21.7%
Dross Site Clean-Up	-	30,000,000	-	30,000,000	12.8%
Flood Control	3,384	-	-	-	0.0%
Local ID Bond Repayment	1,732	671	150	-	0.0%
Court Special Revenue	25,846	15,528	10,376	13,000	0.0%
Grants	2,588,758	24,136,367	3,231,401	19,703,074	8.4%
Kingman Crossing TI	981	-	1	-	0.0%
Rancho Santa Fe Parkway TI	2,313	-	1	-	0.0%
Small ID Construction	3,917	563	38	188	0.0%
Improvement Districts	511,545	241,400	429,836	231,000	0.1%
PSPRS Unfunded Liability	-	-	-	-	0.0%
Water Operating	7,252,513	6,960,791	7,524,460	7,825,182	3.3%
Wastewater	9,235,215	8,442,402	9,321,959	9,638,753	4.1%
Solid Waste	3,790,702	3,671,125	3,850,706	4,075,884	1.7%
Airport	1,458,108	1,935,629	1,380,225	1,631,486	0.7%
Water Capital Renewal	996,795	6,853,820	963,306	4,626,792	2.0%
Water Expansion	1,251,900	781,612	1,626,823	1,301,807	0.6%
Colorado River Water Authority	2,844,353	9,400	3,435	2,951	0.0%
Wastewater Capital Renewal	138,190	128,910	137,379	142,104	0.1%
Wastewater Expansion	833,604	9,385,853	1,005,293	3,137,228	1.3%
Airport Capital Projects	-	-	-	-	0.0%
Stormwater Capital Projects	671,593	552,981	600,000	601,051	0.3%
Airport Grants	411,906	-	3,254,038	3,684,891	1.6%
Stormwater Grants	182,514	-	154,987	-	0.0%
Fleet Services	2,020,247	1,099,169	1,099,315	1,768,541	0.8%
Fleet Facility Capital Reserve	-	44,240	42,671	44,264	0.0%
Dispatch Center	1,551,443	1,540,800	1,539,958	1,670,895	0.7%
Building Maintenance	859,384	996,313	994,789	1,696,305	0.7%
Information Technology	1,388,083	1,165,952	1,165,994	1,996,623	0.9%
Insurance Services	666,742	397,940	549,307	377,376	0.2%
Employee Benefits Reserve	4,712,238	5,029,140	4,877,288	5,483,872	2.3%
Subtotal Revenues	82,283,207	183,556,879	90,091,259	234,517,407	100.0%
Interfund Transfers	13,014,376	15,324,744	12,780,941	44,701,590	
Total Revenues/Sources	95,297,583	198,881,623	102,872,200	279,218,997	

Budget Assumptions—Expenditures

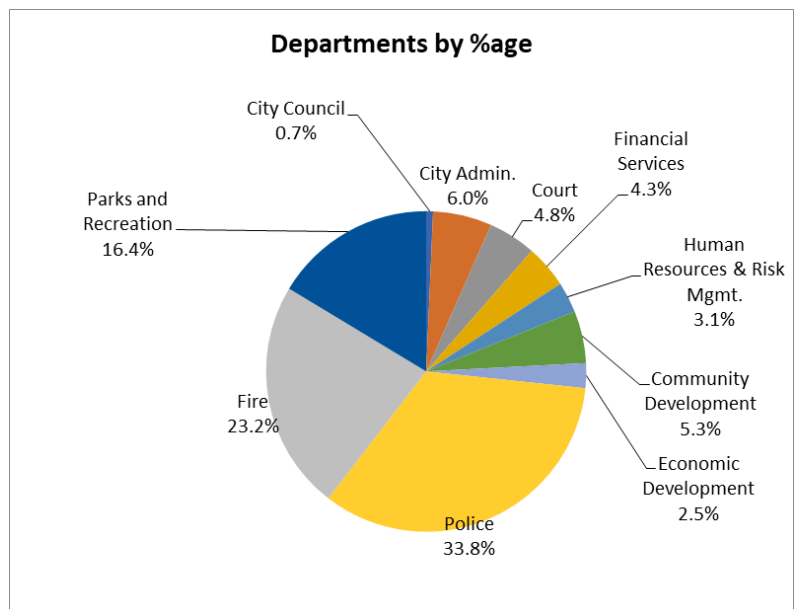
General Fund

The adopted FY2021-22 General Fund expenditures total \$31.4 million, excluding interfund transfers of \$21.8 million and debt financing of \$34.0 million. This is a 4.7% decrease from the previous fiscal year due primarily to the \$34.0 million debt financing of the PSPRS unfunded liability. Although the General Fund will now incur annual debt service instead of inflated pension expenses each year, the net effect to the General Fund will result in about \$19.0 million in savings. The General Fund divisions' operating budget reflects an overall decrease of 0.1% and is directly related to the reduction in pension expenses.

General Fund personnel costs will decrease. Although there is an addition of six positions, an across-the-board 3% salary increase and a 1.7% cost of living adjustment, PSPRS rates are going to decrease dramatically resulting in a \$1.96 million savings to the personnel costs.

Internal services will increase by \$314,258, or 5.9%, from the previous fiscal year. The reasons are discussed under the "Internal Service Funds" in this section.

General Fund Departments	
Department	FY2021-22 Adopted
City Council	208,713
City Admin.	1,807,408
Court	1,461,263
Financial Services	1,320,524
Human Resources & Risk Mgr	937,541
Community Development	1,603,134
Economic Development	761,390
Police	10,261,044
Fire	7,033,907
Parks and Recreation	4,968,196
Total	30,363,120



Historical General Fund Expenditures by Type				
Expenditure Type	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Personnel Costs	19,960,374	21,464,685	19,353,658	19,504,228
Supplies and Services	4,064,222	5,348,666	4,325,930	5,662,924
Internal Services	3,506,459	3,112,425	3,112,425	4,271,160
Capital Lease	1,025	149,789	17,523	428,458
Capital Outlay	625,665	303,500	321,200	496,350
PSPRS Unfunded Liability	3,098,122	-	-	34,036,595
Contingency	-	2,550,000	-	1,000,000
Expenditure Total	31,255,867	32,929,065	27,130,736	65,399,715
Inter-fund Transfers	2,149,575	4,976,454	3,787,190	21,754,677
Total Uses	33,405,442	37,905,519	30,917,926	87,154,392

Budget Assumptions—Expenditures (cont.)

General Fund (cont.)

The adopted FY2021-22 General Fund interfund transfers include \$3.0 million to the I-11 E. Kingman Connection Project Fund representing a portion of the City's anticipated contribution towards the Rancho Santa Fe Parkway TI project, \$150,000 to the Employee Benefits Reserve Fund to offset retiree expenses, \$1.1 million to the Transit and Powerhouse Funds in order to maintain fiscal sustainability within them, \$2.6 million to HURF to offset lost revenue as allowed under the American Rescue Plan and aid in pavement preservation efforts, \$1.6 million (construction sales tax) to fund general government projects within the Capital Projects Fund, \$2.0 million towards the community center capital project within the Capital Projects Fund, \$8.4 million to the Capital Projects Fund to offset lost revenue and assist in funding the Sunbelt Sports Park and Downtown Streetscape projects as well as purchase a building to house the City's electric cars, and \$2.6 million to the PSPRS Unfunded Liability Debt Service Fund.

Special Revenue Funds

HURF Fund

The adopted FY2021-22 HURF Fund expenditures total \$7,908,488 which is 60.5% increase from the previous fiscal year. The primary reason for the increase is related to the General Fund transferring \$2.5 million to HURF to aid in pavement preservation efforts in the upcoming fiscal year. Pavement preservation is recommended to be budgeted at \$3.7 million. A portion of those monies are to be spent on Andy Devine from the 5th Street to Grandview Road segment. The increase can also be attributed towards a 3% salary increase and 1.7% cost of living adjustment, funding a full-time position (Signs & Marking Technician), increased spending on street signs, markings, and traffic signals and the purchase of snow equipment. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section.

Divisions Funded: Public Works Administration and Streets Operations

Transit Fund

The adopted FY2021-22 Transit Fund expenditures total \$1,118,953 which is a \$182,003 or 19.4% increase from the previous fiscal year. The increase can be attributed to a 3% salary increase and 1.7% cost of living adjustment, the City's 20% match requirement for two buses, adding camera and automatic passenger count systems to the buses, and fuel prices escalating. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section.

Divisions Funded: Transit Administration and Transit Operations

Powerhouse Fund

The adopted FY2021-22 Powerhouse Fund expenditures total \$1,224,363, which is a \$179,021 or 17.1% increase from the previous fiscal year. The increase is the result of a 3% salary increase and 1.7% cost of living adjustment, adding a full-time position (Administrative Assistant), landscaping improvements along the parking area and Andy Devine, purchasing conference room furniture, adding a community art program, and expanding marketing and data analysis efforts. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section.

Division Funded: Tourism

Budget Assumptions—Expenditures (cont.)

Special Revenue Funds (cont.)

Other Special Revenue Funds

Anticipated grant applications and awards decreased by \$5.1 million from the previous fiscal year largely in part to moving the Airport's anticipated grant awards to an Enterprise Fund.

Capital Project Funds

The adopted FY2021-22 capital project expenditures increased 3.2% or \$2.9 million from the previous fiscal year. Refer to the 5-Year Capital Improvement Plan portion of this document for details.

Debt Service Funds

The adopted FY2021-22 debt service fund expenditures increased by \$3,078,055 or 352% from the previous fiscal year. The increase assumes a \$380,000 bond redemption of the Kingman Airport Tract/Banks Airport Addition Improvement District bonds maturing on January 1, 2025 and a new annual debt service payment of \$2.6 million for the PSPRS unfunded liability payment.

Enterprise Funds

Water Operations Fund

The adopted FY2021-22 Water Operations expenditures increased by \$818,085 or 9.7% from the previous fiscal year. The increase is due to a 3% salary increase and 1.7% cost of living adjustment, funding an unfilled Engineering Technician, allocating the costs of a Customer Service Representative to the Utility Billing division rather than splitting the costs with Finance, equipment purchases and vehicle replacements, and internal service allocations. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section.

Divisions Funded: Utility Billing, Engineering and Water Operations

Wastewater Fund

The adopted FY2021-22 Wastewater expenditures increased by \$147,669 or 4.1% from the previous fiscal year. The increase is due to a 3% salary increase and 1.7% cost of living adjustment, vehicle replacements and internal service allocations. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section..

Division Funded: Wastewater

Solid Waste Fund

The adopted FY2021-22 Solid Waste expenditures increased by \$447,204 or 14.0% from the previous fiscal year. The increase is due primarily to a 3% salary increase and 1.7% cost of living adjustment, truck replacements, fuel prices escalating, and internal service allocations. Internal services will increase this year due to several factors discussed under "Internal Service Funds" of this section.

Division Funded: Solid Waste

Budget Assumptions—Expenditures (cont.)

Enterprise Funds (cont.)

Airport Fund

The adopted FY2021-22 Airport expenditures increased by \$95,224 or 6.7% over the previous fiscal year. The increase is primarily due to a 3% salary increase and 1.7% cost of living adjustment, adding a full-time position (Operations and Maintenance Specialist) and internal service allocations. Internal services will increase this year due to several factors discussed under “Internal Service Funds” of this section.

Division Funded: Airport

Enterprise Fund Grant and Capital Projects

Please refer to the 5-Year Capital Improvements Plan section of this document for more details.

Internal Service Funds

Fleet Services

The adopted FY2021-22 Fleet Services expenditures increased by \$516,836 or 31.3% from the previous fiscal year. The increase is mostly due to the purchase of a back-up generator, a 3% salary increase and 1.7% cost of living adjustment, adding two full-time positions (Fleet Technician and Service Technician), vehicle replacements, adding a vocational/WEX placement program, and internal service allocations. Internal services will increase this year due to several factors discussed under “Internal Service Funds” of this section.

Division Funded: Fleet Services

Dispatch Center

The adopted FY2021-22 Dispatch Center expenditures increased by \$371,191 or 20.8% from the previous fiscal year. The increase is due primarily to a 3% salary increase and 1.7% cost of living adjustment, adding a full-time position (Public Safety Telecommunicator), purchasing a priority dispatch software system, funding the CAD replacement system out of the operating budget rather than through the Capital Projects Fund, and internal service allocations. Internal services will increase this year due to several factors discussed under “Internal Service Funds” of this section.

Division Funded: Dispatch Center

Building Maintenance

The adopted FY2021-22 Building Maintenance expenditures increased by \$576,559 or 48.9% over the previous fiscal year. The increase is primarily due to non-CIP one-time building improvements throughout city buildings, a 3% salary increase and 1.7% cost of living adjustment, adding a full-time position (Building Maintenance Worker), reclassing several positions due to the minimum wage increases in January, vehicle replacements and internal service allocations. Internal services will increase this year due to several factors discussed under “Internal Service Funds” of this section.

Division Funded: Building Maintenance

Budget Assumptions—Expenditures (cont.)

Internal Service Funds (cont.)

Information Technology

The adopted FY2021-22 Information Technology expenditures increased by \$625,905 or 43.0% from the previous fiscal year. The increase is primarily due to one-time purchases of network hardware and software because of the cyberattack, a 3% salary increase and 1.7% cost of living adjustment, a change in division computer hardware purchases (they will now be purchased through this budget), and internal service allocations. Internal services will increase this year due to several factors discussed under “Internal Service Funds” of this section.

Division Funded: Information Technology

Insurance Services

The adopted FY2021-22 Insurance Services expenditures increased by \$62,000, or 6.9% from the previous fiscal year. There was a \$100,000 decrease to contingency reserves since the reserves have historically never been utilized and an increase of \$162,000 to add a safety award program.

Benefits Reserve

The adopted FY2021-22 Benefits Reserve expenditures increased by \$222,793, or 4.1% from the previous fiscal year. The increase is related to the rise in health insurance benefit premiums and an increase in employer HSA contributions due to the expected number of employees migrating from the traditional EPO health plan to the high deductible health plan.

Expenditures/Uses by Fund

Fund	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted	FY2021-22 % of Total
General Fund	31,255,868	32,929,065	27,130,737	65,399,715	23.8%
HURF	3,267,211	4,928,547	4,072,685	7,908,488	2.9%
Transit	869,397	936,950	873,870	1,118,953	0.4%
Powerhouse	786,632	1,045,342	766,022	1,224,363	0.4%
Capital Projects	2,392,693	4,824,372	1,989,057	14,496,627	5.3%
Pavement Preservation	-	-	-	-	0.0%
I-11 E. Kingman Connection Project	509,902	54,279,959	640,000	47,521,215	17.3%
Dross Site Clean-Up	-	30,000,000	-	30,000,000	10.9%
Flood Control	-	-	-	-	0.0%
Local ID Bond Repayment	-	81,594	-	80,374	0.0%
Court Special Revenue	17,427	332,774	36,945	310,000	0.1%
Grants	2,721,084	24,681,473	3,217,456	19,620,714	7.2%
Kingman Crossing TI	-	-	-	-	0.0%
Rancho Santa Fe Parkway TI	-	-	-	-	0.0%
Small ID Construction	-	350,000	-	376,111	0.1%
Improvement Districts	438,683	873,929	463,930	1,312,475	0.5%
PSPRS Unfunded Liability	-	-	-	2,639,509	1.0%
Water Operating	7,344,593	8,898,891	6,927,530	9,716,976	3.5%
Wastewater	2,188,464	4,101,092	2,274,218	4,248,761	1.5%
Solid Waste	3,139,817	3,435,528	2,735,616	3,732,732	1.4%
Airport	1,378,418	2,166,110	980,607	1,711,334	0.6%
Water Capital Renewal	1,649,341	5,920,000	1,100,000	9,010,000	3.3%
Water Expansion	2,402,586	4,848,500	2,231,601	2,604,500	0.9%
Colorado River Water Authority	146,952	4,665,000	508,410	4,605,000	1.7%
Wastewater Capital Renewal	391	1,913,250	91,900	1,521,955	0.6%
Wastewater Expansion	5,151,365	16,561,068	7,743,022	23,312,444	8.5%
Airport Capital Projects	-	350,000	175,000	1,152,000	0.4%
Stormwater Capital Projects	363,080	1,877,500	386,120	1,425,000	0.5%
Airport Grants	478,597	-	3,386,310	4,000,133	1.5%
Stormwater Grants	338,436	-	183,275	-	0.0%
Fleet Services	1,408,064	1,753,399	1,529,801	2,130,235	0.8%
Fleet Facility Capital Reserve	-	-	-	190,000	0.1%
Dispatch Center	1,384,500	1,884,152	1,301,176	2,255,343	0.8%
Building Maintenance	981,738	1,228,827	1,036,992	1,805,386	0.7%
Information Technology	1,267,215	1,506,568	1,325,332	2,132,473	0.8%
Insurance Services	596,964	900,000	665,000	962,000	0.4%
Employee Benefits Reserve	5,166,415	5,480,361	5,286,945	5,695,803	2.1%
Subtotal Expenditures	77,645,833	222,754,251	79,059,557	274,220,619	100.0%
Interfund Transfers	13,014,376	15,324,744	12,780,941	44,701,590	
Total Expenditures/Uses	90,660,209	238,078,995	91,840,498	318,922,209	

Three-Year Summaries by Fund Types

General Fund				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Local Sales Tax	20,404,944	17,060,111	22,945,954	22,322,270
State Shared Revenues	9,059,682	8,557,722	10,379,741	9,786,141
Licenses and Permits	940,728	700,979	1,086,543	867,018
Charges for Services	1,467,522	1,402,150	1,660,662	1,584,773
Franchise Fees	718,749	684,737	792,681	796,644
Fines and Forfeitures	327,698	285,526	287,219	284,697
Other Financing Sources	85,764	-	26,498	38,755,000
Intergovernmental	-	-	3,296,258	3,700,000
Interest Income	189,144	31,774	12,860	18,219
Other	72,412	27,011	37,879	24,512
Subtotal Revenues	33,266,643	28,750,010	40,526,295	78,139,274
Interfund Transfers	1,966,797	2,525,446	2,483,604	2,427,937
Total Revenues & Other Financing S	35,233,440	31,275,456	43,009,899	80,567,211

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
General Government	6,028,500	6,637,764	5,951,153	7,338,583
Public Safety	20,663,619	18,570,693	16,743,327	17,294,951
Parks and Recreation	3,905,315	4,367,122	3,761,970	4,968,196
Economic Development	643,982	803,486	674,287	761,390
Non-Departmental	14,454	-	-	34,036,595
Contingency	-	2,550,000	-	1,000,000
Expenditures	31,255,870	32,929,065	27,130,737	65,399,715
Inter-fund Transfers	2,149,575	4,976,454	3,787,190	21,754,677
Total Expenditures & Other Uses	33,405,445	37,905,519	30,917,927	87,154,392

<i>Beginning Fund Balance</i>	<i>22,518,563</i>	<i>21,183,800</i>	<i>24,346,558</i>	<i>36,438,530</i>
<i>Projected Ending Fund Balance</i>	<i>24,346,558</i>	<i>14,553,737</i>	<i>36,438,530</i>	<i>29,851,349</i>

Three-Year Summaries by Fund Types (cont.)

Special Revenue Funds				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
State Shared Revenues	3,160,945	2,676,885	3,209,656	3,091,055
Local Sales Tax	854,278	820,894	974,336	927,671
Charges for Services	357,069	365,665	154,652	308,497
Fines and Forfeitures	22,137	15,000	10,281	13,000
Intergovernmental	3,079,505	24,649,620	4,094,401	20,273,740
Other Financing Sources	30,636	-	34,363	-
Interest Income	48,427	6,953	2,606	2,454
Other	69,766	29,150	39,429	31,762
Subtotal Revenues	7,622,763	28,564,167	8,519,724	24,648,179
Interfund Transfers	1,498,142	1,999,240	1,399,936	4,406,647
Total Revenues & Other Financing S	9,120,905	30,563,407	9,919,660	29,054,826

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
HURF	3,267,211	4,428,547	4,072,685	7,658,488
Transit	869,397	936,950	873,870	1,118,953
Powerhouse	786,632	995,342	766,022	1,174,363
Local ID Bond Repayment	-	81,594	-	80,374
Court Special Revenue	17,427	332,774	36,945	310,000
Grants	2,721,084	24,681,473	3,217,456	19,620,714
Contingency	-	550,000	-	300,000
Expenditures	7,661,751	32,006,680	8,966,978	30,262,892
Inter-fund Transfers	624,845	492,589	565,676	804,823
Total Expenditures & Other Uses	8,286,596	32,499,269	9,532,654	31,067,715

<i>Beginning Fund Balance</i>	<i>4,551,540</i>	<i>4,634,202</i>	<i>5,385,849</i>	<i>5,772,855</i>
<i>Projected Ending Fund Balance</i>	<i>5,385,849</i>	<i>2,698,340</i>	<i>5,772,855</i>	<i>3,759,966</i>

Three-Year Summaries by Fund Types (cont.)

Capital Project Funds				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Local Sales Tax	501,314	448,262	517,638	514,956
Other Financing Sources	-	9,890,000	-	12,383,874
Contributions	-	66,611,980	-	68,887,621
Interest Income	114,212	53,783	4,633	5,298
Other	1,200	1,200	1,200	1,200
Subtotal Revenues	616,726	77,005,225	523,471	81,792,949
Interfund Transfers	2,117,187	3,827,960	2,729,104	15,045,785
Total Revenues & Other Financing S	2,733,913	80,833,185	3,252,575	96,838,734

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Capital Projects	2,392,693	4,624,372	1,989,057	14,296,627
Kingman Crossing TI	-	-	-	-
Rancho Santa Fe Parkway TI	-	-	-	-
Pavement Preservation	-	-	-	-
I-11 E. Kingman Connection Project	509,902	53,779,959	640,000	46,221,215
Dross Site Clean-Up	-	30,000,000	-	30,000,000
Flood Control	-	-	-	-
Small ID Construction	-	350,000	-	376,111
Contingency	-	700,000	-	1,500,000
Expenditures	2,902,595	89,454,331	2,629,057	92,393,953
Inter-fund Transfers	2,164,901	71,712	55,807	24,290
Total Expenditures & Other Uses	5,067,496	89,526,043	2,684,864	92,418,243

Beginning Fund Balance	12,365,876	10,289,055	10,032,293	10,600,004
Projected Ending Fund Balance	10,032,293	1,596,197	10,600,004	15,020,495

Three-Year Summaries by Fund Types (cont.)

Debt Service Funds				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Special Assessments	324,695	174,500	279,342	165,000
Interest Income	186,850	66,900	150,494	66,000
Other	-	-	-	-
Subtotal Revenues	511,545	241,400	429,836	231,000
Interfund Transfers	-	685,960	914	3,316,160
Total Revenues & Other Financing S	511,545	927,360	430,750	3,547,160

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Improvement Districts	438,683	873,929	463,930	1,312,475
PSPRS Unfunded Liability	-	-	-	2,639,509
Contingency	-	-	-	-
Expenditures	438,683	873,929	463,930	3,951,984
Inter-fund Transfers	6,770	692,730	6,770	683,421
Total Expenditures & Other Uses	445,453	1,566,659	470,700	4,635,405

<i>Beginning Fund Balance</i>	<i>2,534,948</i>	<i>2,366,825</i>	<i>2,601,040</i>	<i>2,561,090</i>
<i>Projected Ending Fund Balance</i>	<i>2,601,040</i>	<i>1,727,526</i>	<i>2,561,090</i>	<i>1,472,845</i>

Three-Year Summaries by Fund Types (cont.)

Enterprise Funds				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Charges for Services	22,055,414	21,624,301	22,952,709	23,852,150
Intergovernmental	1,272,976	688,690	4,009,025	4,436,581
Meter Connection Fees	1,163,216	772,945	1,623,569	1,298,855
Development Investment Fees	702,956	370,788	977,822	880,040
Other Financing Sources	180,598	14,943,500	11,430	5,888,700
Interest Income	559,712	72,734	26,921	31,022
Other	3,132,521	249,564	221,135	280,780
Subtotal Revenues	29,067,393	38,722,522	29,822,611	36,668,128
Interfund Transfers	7,332,250	6,186,138	6,067,383	19,215,061
Total Revenues & Other Financing Sources	36,399,643	44,908,660	35,889,994	55,883,189

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Water Operating	7,344,593	8,398,891	6,927,530	9,216,976
Wastewater	2,188,464	3,601,092	2,274,218	3,748,761
Solid Waste	3,139,817	3,185,528	2,735,616	3,632,732
Airport	1,378,418	1,416,110	980,607	1,511,334
Water Capital Renewal	1,649,341	5,420,000	1,100,000	8,510,000
Water Expansion	2,402,586	4,348,500	2,231,601	2,104,500
Colorado River Water Authority	146,952	4,165,000	508,410	4,105,000
Wastewater Capital Renewal	391	1,813,250	91,900	1,421,955
Wastewater Expansion	5,151,365	16,061,068	7,743,022	22,812,444
Airport Capital Projects	-	250,000	175,000	1,102,000
Stormwater Capital Projects	363,080	1,777,500	386,120	1,325,000
Airport Grants	478,597	-	3,386,310	4,000,133
Stormwater Grants	338,436	-	183,275	-
Contingency	-	4,300,000	-	3,550,000
Expenditures	24,582,040	54,736,939	28,723,609	67,040,835
Inter-fund Transfers	7,090,191	8,763,627	8,244,068	21,080,531
Total Expenditures & Other Uses	31,672,231	63,500,566	36,967,677	88,121,366

<i>Beginning Fund Balance</i>	<i>48,651,024</i>	<i>48,488,635</i>	<i>53,378,436</i>	<i>52,300,753</i>
<i>Projected Ending Fund Balance</i>	<i>53,378,436</i>	<i>29,896,729</i>	<i>52,300,753</i>	<i>20,062,576</i>

Three-Year Summaries by Fund Types (cont.)

Internal Service Funds				
Funding Sources	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Interest Income	72,966	8,705	4,810	2,876
Other	11,125,171	10,264,850	10,264,512	13,034,999
Subtotal Revenues	11,198,137	10,273,555	10,269,322	13,037,875
Interfund Transfers	100,000	100,000	100,000	290,000
Total Revenues & Other Financing S	11,298,137	10,373,555	10,369,322	13,327,875

Expenditures/Uses	FY2019-20 Actual	FY2020-21 Adopted	FY2020-21 Estimated	FY2021-22 Adopted
Fleet Services	1,408,064	1,653,399	1,529,801	2,030,235
Fleet Facility Capital Reserve	-	-	-	140,000
Dispatch Center	1,384,500	1,784,152	1,301,176	2,155,343
Building Maintenance	981,738	1,178,827	1,036,992	1,755,386
Information Technology	1,267,215	1,456,568	1,325,332	2,082,473
Insurance Services	596,964	800,000	665,000	962,000
Employee Benefits Reserve	5,166,415	5,480,361	5,286,945	5,695,803
Contingency	-	400,000	-	350,000
Expenditures	10,804,896	12,753,307	11,145,246	15,171,240
Inter-fund Transfers	978,094	327,632	121,430	353,848
Total Expenditures & Other Uses	11,782,990	13,080,939	11,266,676	15,525,088

Beginning Fund Balance	6,427,416	5,803,712	5,942,563	5,045,209
Projected Ending Fund Balance	5,942,563	3,096,328	5,045,209	2,847,996

Total Appropriations

FY2021-22 Total Appropriations - Budget by Fund				
	General Fund	HURF	Special Revenue	Capital Projects
Sources				
Local Sales Tax	22,322,270	927,671	-	514,956
State Shared Revenues	9,786,141	3,091,055	-	-
Licenses and Permits	867,018	-	-	-
Charges for Services	1,584,773	-	308,497	-
Franchise Fees	796,644	-	-	-
Fines and Forfeitures	284,697	-	13,000	-
Intergovernmental	3,700,000	-	20,273,740	-
Special Assessments	-	-	-	-
Other Financing Sources	38,755,000	-	-	12,383,874
Contributions	-	-	-	68,887,621
Meter Connection Fees	-	-	-	-
DIF's	-	-	-	-
Interest Income	18,219	2,155	299	5,298
Other	24,512	-	31,762	1,200
Total Revenues	78,139,274	4,020,881	20,627,298	81,792,949
Transfers In	2,427,937	3,080,363	1,326,284	15,045,785
Total Sources	80,567,211	7,101,244	21,953,582	96,838,734
Uses				
Personnel	19,504,228	1,722,940	1,064,288	-
Supplies and Services	5,662,924	5,036,500	20,748,440	-
Internal Services	4,271,160	515,701	281,092	-
Debt Service	428,458	88,347	6,360	-
Capital Outlay	496,350	295,000	204,224	90,893,953
PSPRS Debt	34,036,595	-	-	-
Contingency	1,000,000	250,000	50,000	1,500,000
Total Expenditures	65,399,715	7,908,488	22,354,404	92,393,953
Transfers Out	21,754,677	621,950	182,873	24,290
Total Uses	87,154,392	8,530,438	22,537,277	92,418,243
Change in Fund Balance	(6,587,180)	(1,429,199)	(583,691)	4,420,490

Continued on next page

Total Appropriations (cont.)

FY2021-22 Total Appropriations - Budget by Fund				
	Debt Service	Enterprise	Internal Services	Total
Sources				
Local Sales Tax	-	-	-	23,764,897
State Shared Revenues	-	-	-	12,877,196
Licenses and Permits	-	-	-	867,018
Charges for Services	-	23,852,150	-	25,745,420
Franchise Fees	-	-	-	796,644
Fines and Forfeitures	-	-	-	297,697
Intergovernmental	-	4,436,581	-	28,410,321
Special Assessments	165,000	-	-	165,000
Other Financing Sources	-	5,888,700	-	57,027,574
Contributions	-	-	-	68,887,621
Meter Connection Fees	-	1,298,855	-	1,298,855
DIF's	-	880,040	-	880,040
Interest Income	66,000	31,022	2,876	125,869
Other	-	280,780	13,034,999	13,373,253
Total Revenues	231,000	36,668,128	13,037,875	234,517,405
Transfers In	3,316,160	19,215,061	290,000	44,701,590
Total Sources	3,547,160	55,883,189	13,327,875	279,218,995
Uses				
Personnel	-	7,153,919	3,310,031	32,755,406
Supplies and Services	-	7,781,768	9,693,049	48,922,681
Internal Services	-	1,631,238	548,098	7,247,289
Debt Service	3,951,984	3,943,927	75,289	8,494,365
Capital Outlay	-	42,979,983	1,194,773	136,064,283
PSPRS Debt	-	-	-	34,036,595
Contingency	-	3,550,000	350,000	6,700,000
Total Expenditures	3,951,984	67,040,835	15,171,240	274,220,619
Transfers Out	683,421	21,080,531	353,848	44,701,590
Total Uses	4,635,405	88,121,366	15,525,088	318,922,209
Change in Fund Balance	(1,088,245)	(32,238,178)	(2,197,216)	(39,703,219)



Operating Budgets

City Administration

Court

Economic Development

Engineering

Financial Services

Fire Services

Human Resources & Risk
Management

Information Technology

Parks & Recreation

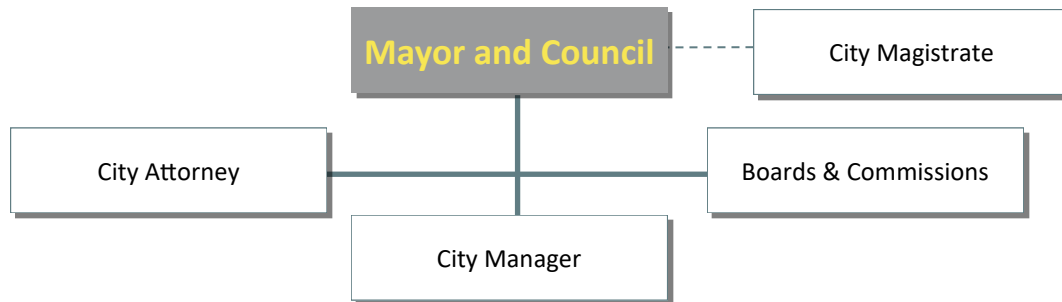
Police

Public Works

City Council

Mission Statement:

The mission of the City of Kingman is to provide a great place to live, work, play and stay.



Major Services and Responsibilities:

- Adopt policies which will advance the City's service levels and expand its economic base
- Ensure that the City is an active participant in regional and state organizations
- Expand the City's presence in community organizations that emphasize partnering to achieve common goals
- Adopt an annual budget which reflects these objectives

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Mayor	1	1	1	1	1	1	
Vice-Mayor	1	1	1	1	1	1	
Council Member	5	5	5	5	5	5	
Program Total	7	7	7	7	7	7	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	100,728	63,936	110,980	110,980	80,575	123,092	-27%
Supplies & Services	115,315	80,151	111,615	111,615	71,592	70,047	-36%
City Internal Services	8,107	8,107	11,228	11,228	11,228	15,574	0%
Program Total	\$224,150	\$152,194	\$233,823	\$233,823	\$163,395	\$208,713	-30%

Budget Highlights/Comments:

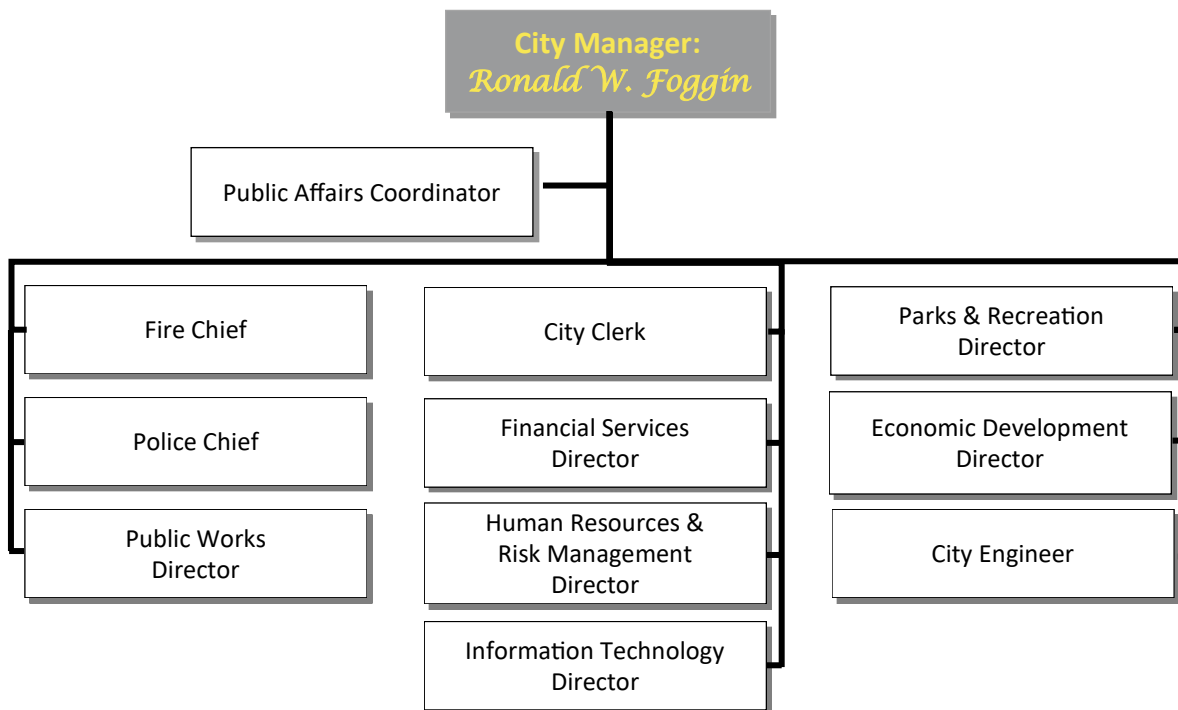
The adopted budget reflects a 10.7% decrease:

- ◆ Personnel costs increased 10.9% which is the result of an increased stipend for newly elected Councilmembers.
- ◆ Supplies & Services decreased 37.2% due to 4th of July Fireworks and Employee Recognition being moved to other division budgets.
- ◆ Internal Services increased 38.7% as a result of building, information technology and insurance services budgets increasing.

City Manager

Mission Statement:

To provide effective leadership and direction in the administration of policies established by the Mayor and City Council and to coordinate and supervise the efficient operation of City departments.



Major Services and Responsibilities:

- Coordinate the development and analysis of policy recommendations presented to the Mayor and City Council
- Implement policies enacted by the Mayor and City Council and manage the overall administrative affairs of the City
- Direct and coordinate activities of all City departments except the City Attorney's office and Magistrate Court

Strategic Plan Focus Areas



City Team Objective: Increase city beautification score on citizen survey

Department Action: Increase beautification through signage throughout the city



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Create and distribute public information videos



City Team Objective: Increase internal communication score on employee survey

Department Action: Distribute City Manager weekly reports to entire city team



City Team Objective: Increase employee and dependent participation in wellness activities

Department Action: Promote and encourage safety and wellness topics in all team meetings

City Manager (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Continue the effort to create a safety culture by discussing safety issues regularly as well as continuing to require accident and corrective action reporting.	We were able to reduce workers compensation and accident claims dramatically. The City's insurance modification number was .83 which means we paid more into our liability insurance than we withdrew. This resulted in a \$152,000 refund from our insurance provider. Departments reported accidents in a timely manner with corrective actions.
Insure the mission, vision and core values are meaningful for all Team Members by supporting the Mission Vision Values (MVV) Committee in their efforts to market the information to the employees.	MVV plaques and posters were hung in all our public spaces as well as employee breakrooms. The MVV Committee introduced an individual and department recognition program that was well received. More than 185 employees received recognition for efforts in living one or more of the core values. Multiple departments received our thumbs up value plaques.
Promote employee wellness program by meeting with employees and developing wellness incentives.	A new employee wellness program is being developed and funds have been dedicated for incentives. The City Safety Committee has added employee wellness to the items they are look at and promoting.
Hold a Kingman Citizen Academy.	We were not able to hold the Citizen Academy due to the COVID pandemic. The Citizen Academy is planned for fall 2021 or winter 2022.
Continue the Senior Leadership book club.	The Senior Leadership Team read and discussed two books this year.
Hold a quarterly brownbag lunch with employees.	I was not able to hold brownbag lunches with the employees due to the COVID pandemic. I plan to hold brown bag lunches in fiscal year 2022.
Work with Mohave Community College (MCC) to develop a manufacturing education facility at the industrial park.	The Economic Development Team worked with MCC to identify property at the airport industrial park for a manufacturing education facility. MCC has not made a final decision on their pre-
Collaborate with ADOT and Sunbelt Development to get the Rancho Santa Fe traffic interchange started.	The City Council approved a development agreement with Sunbelt Development November 2020. Sunbelt is finalizing several exhibits to the agreement and when they have completed this work the development agreement will be signed by both parties. We hope ADOT will be able to bid the Rancho Santa Fe Traffic Interchange project in late summer or early fall of 2021.
Improve City entrances with monument signs and landscaping.	The City hired a landscape architect to design the monument signs and landscaping. The design is expected to be complete by June 2021.
Introduce the new city brand by adding the logo to fleet vehicles, website, social media and communications just to name a few.	The new logo has been added to all City communications, social media posts and the website. The new logo has also been put on all new and existing vehicles. Banners were installed on light poles that highlight the new brand.
Help all departments improve and/or refine performance measurements as well as report the measurements to the Council and community.	I have met with all the Departments about developing two or three solid performance measurements. The Departments have been asked to report on their performance measurements monthly.

City Manager (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Help departments develop and carryout actions that will accomplish the City Council's 5 year strategic plan.	All the Departments have developed actions that they feel will help accomplish the Council's strategic plan. We purchased a reporting system that now helps the Departments report how they are doing on their actions. The reporting system allows the City to publish our progress.
FY22 Goals	
Continue to develop the safety culture in the organization through training and implementing safety best practices.	
Work with the Senior Leadership Team to develop actions that will help accomplish the City Council's strategic plan.	
Improve communication with the community with digital reader boards, informational videos and in person events.	
Provide professional customer service training for all fulltime employees as well as emphasizing the importance of customer service throughout the fiscal year.	
Continue the effort to beautify the City and roll out of marketing the City.	

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
City Manager	1	1	1	1	1	1	
Public Affairs Coordinator	1	1	1	1	1	1	
Program Total	2	2	2	2	2	2	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	308,902	298,885	312,275	312,275	298,803	323,293	-4%
Supplies & Services	104,300	73,212	90,471	90,471	49,996	110,142	-45%
City Internal Services	21,852	21,852	21,099	21,099	21,099	34,300	0%
Program Total	\$435,054	\$393,949	\$423,845	\$423,845	\$369,898	\$467,735	-13%

Budget Highlights/Comments:

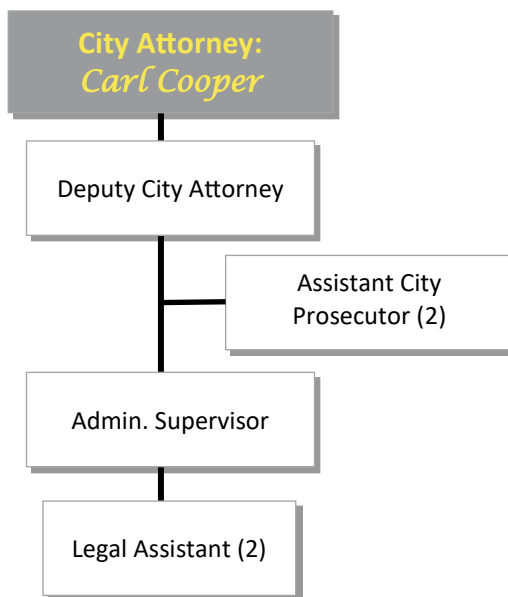
The adopted budget reflects a 10.4% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections.
- ◆ Supplies & Services increased by 21.7% due to the addition of the National Citizen Survey and an expanded Employee Recognition program to include the Walk with the City Manager event and promotion materials for the City's Mission, Vision, Values program. None of these items were budgeted in FY2020-21.
- ◆ Internal Services increased 62.6% as a result of building, information technology and insurance services budgets increasing.

City Attorney

Mission Statement:

The City Attorney's Office is committed to the highest ethical standards of excellence in our duties to the Mayor and Council, the City Manager, other City departments and the citizens of the community. We are committed to conduct ourselves with integrity and accountability. We will provide expedient legal research to our customers, while providing quality customer service. Our duty is to promote justice in our community to ensure that the public's interests are always met.



Major Services and Responsibilities:

- Advise Mayor, Council, City Manager and City staff
- Draft and review legal documents
- Draft ordinances and resolutions
- Prosecute criminal matters
- Provide victim advocacy
- Oversee outside counsel

Strategic Plan Focus Areas



City Team Objective: Increase city beautification score on citizen survey

Department Action: Revise Kingman Municipal Code to facilitate compliance for dangerous / abandoned structures for abatement

City Attorney (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Promoting Council's goals, priorities and objectives with effective	Worked closely with senior staff to effectuate the annual priorities
Continue updating the City Code	~ 10-15 items updated
Provide proactive legal advice and assistance to the Council, City	Provided updates to legislative and case law changes that effect
FY22 Goals	
Promoting Council's goals, priorities and objectives with effective and efficient legal advice	
Provide proactive legal advice and assistance to the Council, City Manager, and Department Heads	

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
City Attorney	1	1	1	1	1	1	
Deputy City Attorney	1	1	1	1	1	1	
Assistant City Prosecutor	-	-	2	2	2	2	
Assistant City Prosecutor II	1	1	-	-	-	-	
Assistant City Prosecutor I	1	1	-	-	-	-	
Administrative Supervisor	1	1	1	1	1	1	
Legal Assistant	2	2	2	2	2	2	
Program Total	7	7	7	7	7	7	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	730,000	642,492	713,860	713,860	662,745	723,154	-7%
Supplies & Services	198,500	86,277	152,400	152,400	105,234	190,950	-31%
City Internal Services	120,177	120,177	80,455	80,455	80,455	116,063	0%
Program Total	\$1,048,677	\$848,946	\$946,715	\$946,715	\$848,434	\$1,030,167	-10%

Budget Highlights/Comments:

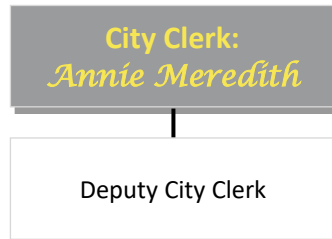
The adopted budget reflects an 8.8% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections.
- ◆ Supplies & Services increased 25.3% due to the planned implementation of a criminal case management software solution.
- ◆ Internal Services increased 44.3% as a result of building, information technology and insurance services budgets increasing.

City Clerk

Mission Statement:

To record, maintain, and preserve, records of all City business; to provide accurate information in a timely manner to both staff and to the public; and to conduct impartial City elections.



Major Services and Responsibilities:

- Preparation and distribution of City Council Agendas
- Record and transcribe minutes of Council meetings
- Records management
- Municipal Code updates
- Conduct and oversee City elections
- Publication of all legal ads
- Special event processing
- Liquor license processing
- Public records request processing
- Facilitation of bid openings
- Support to City Manager, Mayor and the City Council
- Provide training on agendas, minutes, Open Meeting Law, etc. for commissions and recording secretaries
- Provide information to the public in an efficient and timely manner

Strategic Plan Focus Areas



City Team Objective: Provide public outreach information through community events

Department Action: Identify events that are best suited for City representation and community outreach



City Team Objective: Increase citizen engagement outreach with 16 activities each year

Department Action: Engagement activities target event participation by 10% of the city's population

City Clerk (cont.)

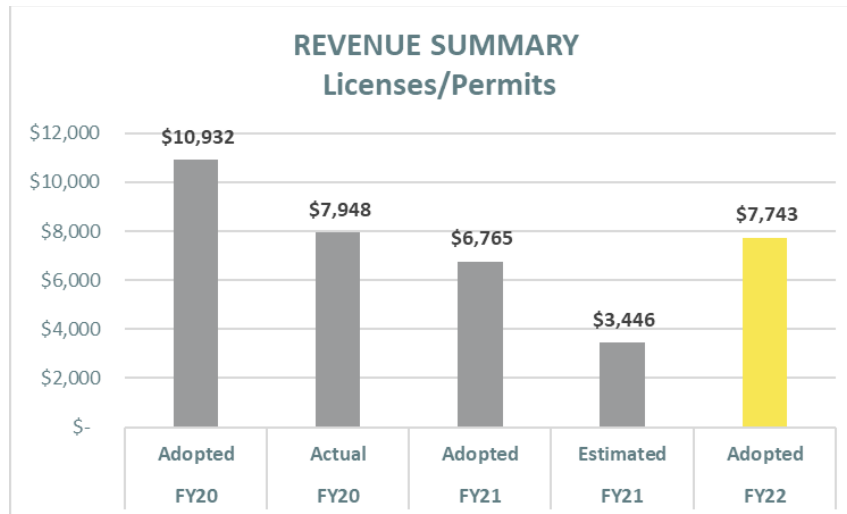
Division Goals	
FY21 Goals	FY21 Accomplishments
Moving to electronic document storage and maintenance that will allow for streamlined processing and workflow as well as increased information flow to the public	The system has been implemented and the department continues to upload and catalog the city's records for ease of access and availability.
Facilitate records retention training from the AZ Department of Library & Archives for the leadership team and identified department records managers in an effort to identify opportunities for improved records management	Due to COVID, this training was not able to be held.
Coordinate a training for special event planners with the Department of Liquor to allow for education and question & answer session on the process, why applications are denied, and what the ideal application/process looks like	Due to COVID, this training was not able to be held.
FY22 Goals	
Facilitate records retention training from the AZ Department of Library & Archives for the leadership team and identified department records managers in an effort to identify opportunities for improved records management	
Coordinate a training for special event planners with the Department of Liquor to allow for education and question & answer session on the process, why applications are denied, and what the ideal application/process looks like	

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
City Clerk	1	1	1	1	1	1	
Deputy City Clerk	1	1	1	1	1	1	
Program Total	2	2	2	2	2	2	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	164,747	179,087	172,203	172,203	164,309	181,743	-5%
Supplies & Services	161,937	69,348	94,722	122,222	122,807	70,444	30%
City Internal Services	33,431	33,431	33,495	33,495	33,495	57,319	0%
Program Total	\$360,115	\$281,866	\$300,420	\$327,920	\$320,611	\$309,506	7%

City Clerk (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

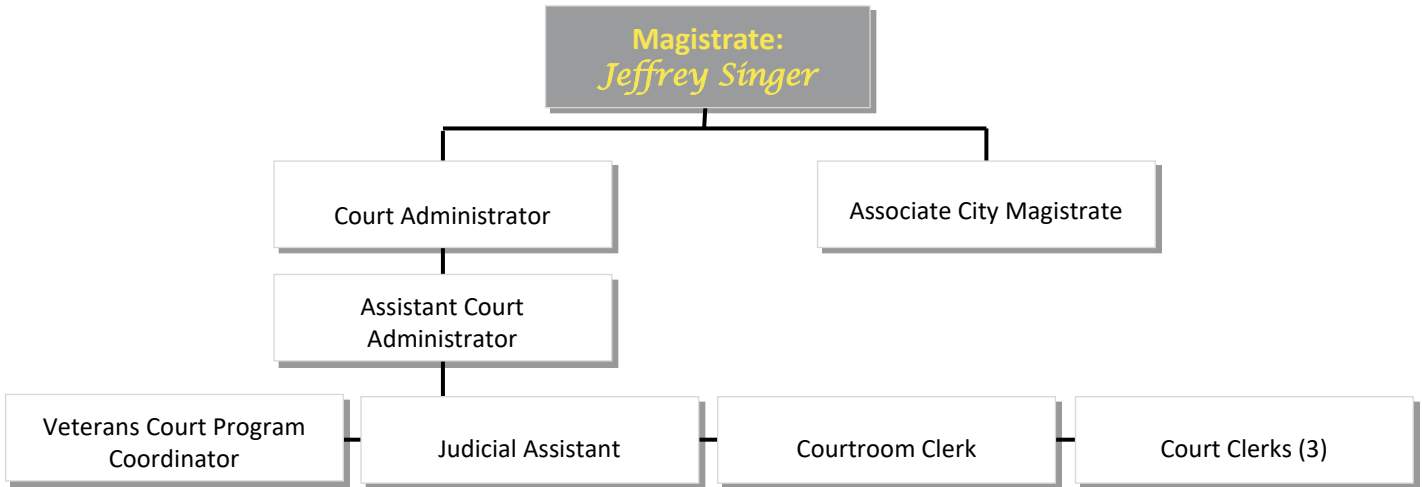
The adopted budget reflects a 3.0% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections.
- ◆ Supplies & Services decreased 25.6% due to the reduction in election associated costs.
- ◆ Internal Services increased 71.1% as a result of building, fleet, information technology and insurance services budgets increasing.

Court

Mission Statement:

To search for the truth and administer justice fairly and impartially in accordance with the laws of the State and the laws of the municipality it serves. The Court further has an obligation to protect the rights of the accused and the interests of the public. It must provide the best quality service it can to the public and treat the people it serves professionally and with dignity. The Court must continue to evaluate the needs of the people it serves and be prepared to make changes, where it can, to meet those needs.



Major Services and Responsibilities:

- Process and adjudicate criminal misdemeanor and civil traffic cases
- Conduct juvenile hearings
- Issue protective orders
- Review and approve search warrants
- Operate Veterans Treatment Court
- Collection of legal financial obligations including fines, fees and restitution
- Impose and monitor community restitution hours for the benefit of the community
- Provide law-related education about the judiciary to the public, schools and civic groups
- Act as an information center about court system to increase awareness of court services
- Accommodate the needs of the public in accessing court services

Strategic Plan Focus Areas



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Follow-up with citizens on their complaints and concerns

Court (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Have all staff completely trained with the Court's new AJACS software program and have all issues with the new program completely resolved	Staff is completely trained on AJACS and issues are resolved.
Successfully transition from our current SAMHSA Vet Court Grant that ends in October into either: 1. Utilizing a new grant that Kingman has applied for in conjunction with Lake Havasu; or 2. If a new grant is not awarded then for the Kingman VTC Program to continue to thrive and grow	We were able to get a no-cost extension for our existing SAMHSA Vet Court Grant until October 2021. Furthermore we have applied for a new BJA Grant in conjunction with Lake Havasu that we are awaiting to see if we are approved.
Finish the final steps on the Kingman Municipal Courthouse security project including the installation of bulletproof film for the windows in courtroom 2 as well as bulletproof panels for the Judges benches and clerks work areas in both courtrooms (and at no cost to the city)	The Kingman Municipal Courthouse security project was completed in 2020 at no cost to the city.
FY22 Goals	
Utilize new technology including Zoom to minimize in-person court appearances and make court more efficient.	
Administer BJA Grant for Veterans Treatment Court in conjunction with Lake Havasu if successfully awarded.	
Finish improvements on Kingman Municipal Courthouse including new carpet and furniture (and at no cost to the city).	

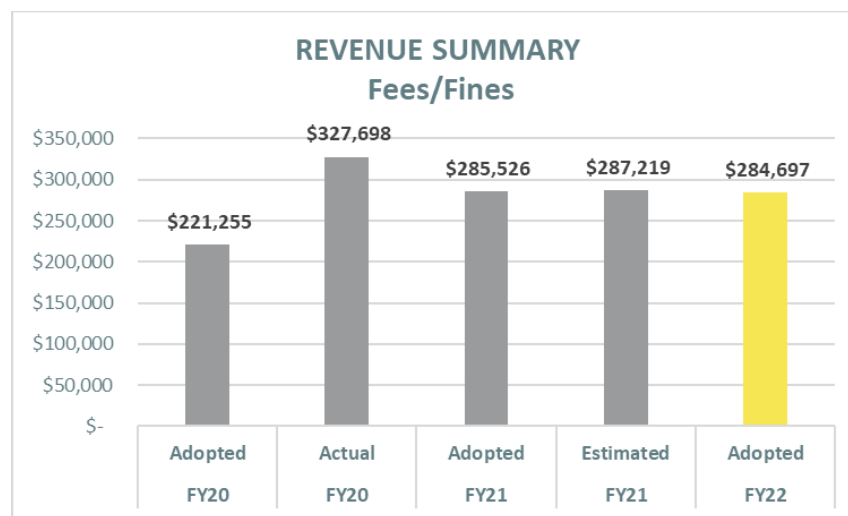
Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
City Magistrate	1	1	1	1	1	1	
Associate Magistrate	0.5	0.5	0.5	0.5	0.5	0.5	
Court Administrator	1	1	1	1	1	1	
Assist. Court Administrator	1	1	1	1	1	1	
Veteran's Court Program Coordinator	1	1	1	1	1	1	
Judicial Assistant	-	-	1	1	1	1	
Courtroom Clerk	-	-	1	1	1	1	
Court Clerk	5	5	3	3	3	3	
Program Total	9.5	9.5	9.5	9.5	9.5	9.5	

Court (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	661,157	650,458	662,372	662,372	612,705	675,761	-7%
Supplies & Services	746,550	589,737	604,300	604,300	502,252	650,480	-17%
City Internal Services	62,901	62,901	77,877	77,877	77,877	135,022	0%
Program Total	\$1,470,608	\$1,303,096	\$1,344,549	\$1,344,549	\$1,192,834	\$1,461,263	-11%



Budget Highlights/Comments:

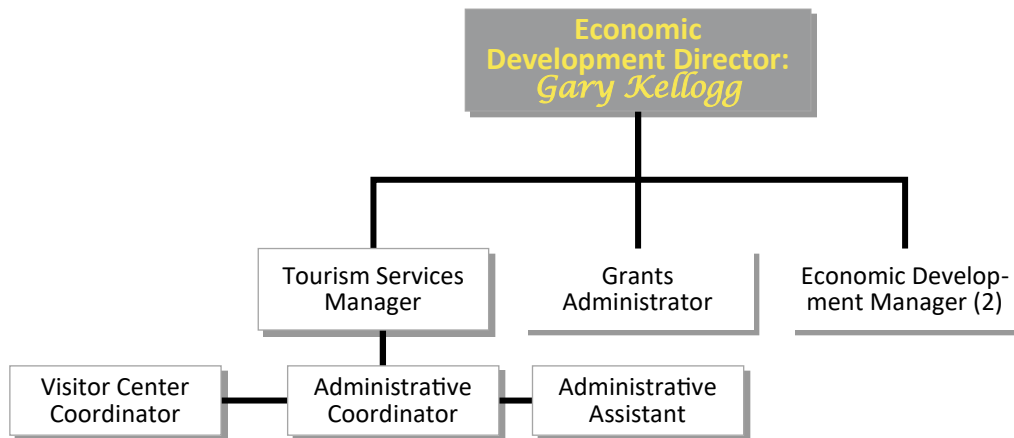
The adopted budget reflects an 8.7% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections.
- ◆ Supplies & Services increased by 7.6%. In FY2020-21 court security costs were paid using Fill the Gap monies. With almost all of those monies being used in FY2020-21, the Court will be required to absorb these costs as it has done so pre-FY2020-21.
- ◆ Internal Services increased 73.4% as a result of building, information technology and insurance services budgets increasing.

Economic Development

Mission Statement:

Work with internal and external partners to foster and encourage best practices in economic development activities. Facilitate an environment that is conducive to growing and attracting businesses resulting in job creation, business retention, an increased tax base, and an improved sustainability and quality of life for the citizens of Kingman.



Major Services and Responsibilities:

- Leads the City's efforts in recruiting businesses and implementing programs to assist local business retention and expansion, acting as the City's lead economic contact and advisor to business and industrial organizations
- Provide counsel and direction for newly formed Economic Development Advisory Commission
- Brands and markets Kingman for business and tourism attraction, small business and entrepreneurial development
- Identifies factors needed to improve existing policies to attract and retain new and expanding businesses and tourists
- Identifies needed workforce and educational services and programs which would support existing local businesses and enhance business recruitment
- Directs economic research activities to determine needs and economic impact of projects
- Designs, creates and maintains marketing strategies, press releases, literature and information for materials to market the community attributes
- Participates in long range planning and recommends long term goals for a unified economic and tourism development program
- Allocates and maximizes City resources to recruit, maintain and expand businesses and industry
- Works with Airport General Manager to establish Kingman Airport as a friendly, well-run asset

Strategic Plan Focus Areas



City Team Objective: Increase economic development score on citizen survey.

Department Action: Better communicate Economic Development statistics



City Team Objective: Expand attainment of educational/workforce credentials and degrees

Department Action: Suggest curriculum needs to meet workforce demands

Economic Development (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Continue to implement and support components of the Economic development Plan and report back on the various success	Office of Tourism worked on Strategies 20-a,20-c,20-d,20-e,20-f; 21-a,21-b,21-c; 22, 25-a, and 25-b.
Retail-Add additional 50,000 sq. ft. of retail and dining options within the City limits	The following National Brand retail and dining options were added within City limits for a total of 85,029 sq. ft. CAL Ranch 49,900 with an attached 9,000 square foot covered, Harbor Freight 18,411, sq. ft. Dutch Bros, 862 sq. ft, Culvers 4,386 sq. ft, and Filiberto's, 2500 sq. ft.
Industrial Park-Continue to move forward with additional land sales / leases and rail agreements within the Kingman Industrial Park. Landscape and repair large business sign coming into the Industrial park. Complete the construction of Port Way from Finance to Olympic. Conduct Business Retention and Expansion Survey at the Industrial Park	The Following projects have been completed or are expected to be completed: The Coeur d'Alene Window Company will be opening in a nearly 90,000 sq. ft., manufacturing facility. Project Rosie will be opening in a nearly 200,000 sq. ft., manufacturing facility. Currently, staff is in the process of completing a land sale to Kingman Partners, LLC which will be constructing a building to be used as a local distribution facility of snack food products throughout the City of Kingman region. The road project engineering has been completed. The city engineering department has been working on bid documents and once those are completed the project will be sent out for bid. The airport budget did not include landscaping to the monument sign however we were able to budget landscaping maintenance to the entry of the Airport and Industrial Park and along Mohave Airport Drive. Staff has continued to perform business retention and expansion efforts in the park on a one on one basis. Staff has been very involved with bringing in to the Industrial Park better broadband and is also working on growing much needed workforce in the area.
Downtown-Provide support and give guidance for the Main Street and Vista, Provide outreach and support to existing and future downtown businesses and Facilitate a successful downtown improvement programs	The Tourism and Retail ED team provided office and outreach support for the Main Street Vista from her arrival in March 2020 through the end of the program in March 2021. We worked on several small business programs like the Parklet/Pedlet program, Façade Improvement Program, Utility Relief Program, Infill Incentive District, Hownd Marketing App, and Shop Local
FY22 Goals	
Industrial Park Roads: Complete the construction of Portway from Flightline to Olympic.	
Business Retention and Expansion: Continue to maintain communication with existing Industrial Park businesses.	
Fiber optics and broadband: Expand fiber availability to new and existing businesses.	
Continue to work with multiple companies to accomplish this goal.1800 acre land release completed to provide revenue for operation or capital improvements at the airport and meet local demand for industrial park uses. Development of this land would allow the City of Kingman to further enhance the economic base of the community.	

Economic Development (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Economic Development Director	1	1	1	1	1	1	
Economic Development Manager	2	2	2	2	2	2	
Grants Administrator	1	1	1	1	1	1	
Administrative Assistant	1	-	-	-	-	-	
Program Total	5	4	4	4	4	4	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	484,915	463,102	437,131	437,131	425,635	459,690	-3%
Supplies & Services	220,994	146,318	308,866	308,866	221,163	231,971	-28%
City Internal Services	34,562	34,562	27,489	27,489	27,489	69,729	0%
Capital Outlay	-	-	30,000	30,000	-	-	-
Program Total	\$740,471	\$643,982	\$803,486	\$803,486	\$674,287	\$761,390	-16%

Budget Highlights/Comments:

The adopted budget reflects a 5.2% decrease:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections.
- ◆ The completion of the Vista and Support Local programs and a reduction to the Façade Improvement and Parklet/Pedlet programs account for the 24.9% reduction in Supplies & Services.
- ◆ Internal Services increased 153.7% as a result of building, information technology and insurance services budgets increasing.

Tourism

Mission Statement:

To expand tourism related activities in the Kingman region in order to enhance the economy and to attract and serve the traveling public along the Interstate 40 corridor, Highway 93 and Historic Route 66.

Major Services and Responsibilities:

- Operate the Kingman Visitor Center to serve the traveling public and assist Powerhouse building tenants
- Promote Kingman to existing and potential travelers with a multichannel marketing approach, including web display, social, content, print, outdoor, etc.
- Participate in the Arizona Office of Tourism (AOT) Marketing Cooperative, Familiarization Tours, and other programs that may become available through AOT
- Provide counsel to the City Council, Tourism Development Commission, and other commissions as may become necessary in the development of short and long range plans and projects
- Collaborate with community and regional partners in tourism promotion efforts

Strategic Plan Focus Areas



City Team Objective: Increase tourist visits to Kingman

Department Action: Increase tour bus promotion and additional tourism related activities



City Team Objective: Continue marketing Kingman with new brand

Department Action: Grow Explore Kingman social media followers by at least 10%



City Team Objective: Increase tourist visits to Kingman

Department Action: Increase group tour visitation to the visitor center by 20%

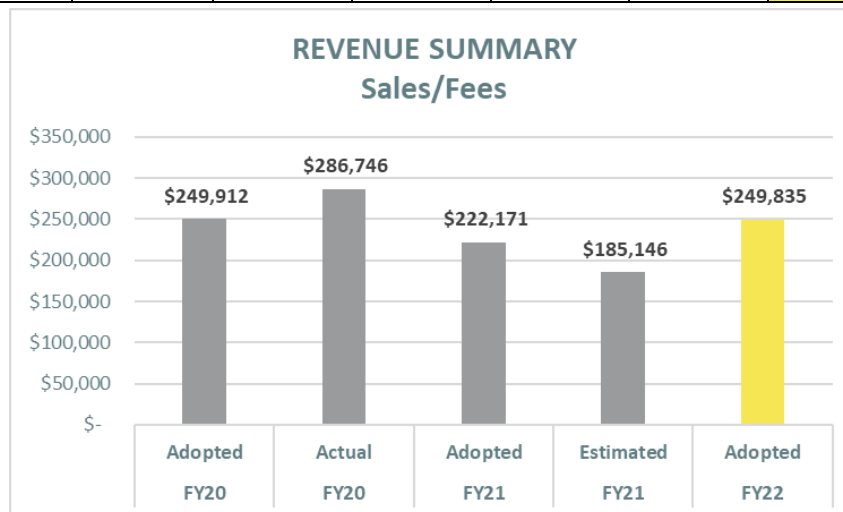
Tourism (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Install Route 66 Drive-Thru Shield	Vendor selected and awarded February 2021, ground breaking April 2021, completion expected by late June or July 2021
Work with the Kingman Main Street VISTA to help downtown dining and specialty shops recover from the effects of COVID-19 by assisting with on-line profiles (such as Google Business) and connecting them to SBA loans and resources	The Tourism and Retail ED team: 1- worked with the Main Street Visit to produce and post five videos on Facebook promoting downtown shops and their offerings 2- worked with Main Street to create awareness about subsidized Local First AZ memberships, 3- and about subsidized transaction fees with the My Hownd app. The Team reviewed the Google My Business, Apple Maps, and Bing profiles of 750 brick & mortar Kingman businesses and reported 223 issues, 75 issues were resolved and published. 425 photos were added to Google Maps with 2,075,371 views.
We will reach out to no less than 50 Tour companies that have visited the Powerhouse in 2019 or 2020 to inform the industry of the newly available Motor Coach parking in Downtown Kingman. If tour group travel returns by January 2021, our goal is to see some use of the parking spaces by June 2021	Staff built list of 239 tour and charter companies that had visited the Powerhouse in 2019/2020, we reached out and of these and 171 were still in business, though not all are back in operation. Josh attended two virtual trade shows (NTA Travel Exchange, Go West Summit), identified participating representatives for the companies that had visited the Powerhouse and submitted meeting requests. Of all requests, Josh had 17 meetings with tour operators at these trade shows. In April 2021, there was limited use of the tour bus parking spaces at the Powerhouse.
As we anticipate a significant drop in traffic and gift shop sales throughout calendar year 2020, rebuilding both traffic and sales will be a major goal in early 2021	Visitor Traffic had decreased from averages ranging for 300-900 daily before the pandemic to only an average of 77-188 per day after reopening (May 2020 through February 2021). In March 2021, it began resurging with an average of 207 daily visitors with the highest daily count at 414 (before March, the highest daily traffic count was 315 in October). The total count of Gift Shop sales remain lower than before the shut down, however the average transaction value in FY2021 has increased 15% YTD this fiscal year and we are making more sales per visitor with a sale for every 7.1 people compared to a sale for every 13.6 people for the same months in FY2020.
FY22 Goals	
Visitor Center: Continue growth of visitors at the Visitor Center, goal is an overall annual average of 200 visitors per day.	
Visitor Center: Continue growth of international visitors in gift shop with a year over year doubling of visitor entries in the guestbook.	
Gift Shop: Maintain strong average gift shop transaction value (\$19+) and sales per visitor ratio (not less than 1 sale per 10 visitors) as visitor count increases.	
Group Tours: Attend at least two trade shows to market to tour operators in FY2022.	
Group Tours: Continue group tour visit growth by 20% year over year.	
Events: Host the new 66 Fest in November 2021.	
Events: Cooperate with event coordinators for a successful return of the 2021 Route 66 Street Drags and 2022 Route 66 Fun Run.	
Social Media: Grow Explore Kingman social media followers by at least 10% (including Instagram, Facebook, Weibo and any other active accounts).	

Tourism (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Tourism Services Manager	1	1	1	1	1	1	
Visitor Center Coordinator	1	1	1	1	1	1	
Administrative Coordinator	-	-	1	1	1	1	
Administrative Assistant	1	1	-	-	-	1	
Program Total	3	3	3	3	3	4	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	300,564	236,019	314,155	314,155	278,691	395,767	-11%
Supplies & Services	557,367	429,728	578,716	578,716	371,258	649,942	-36%
City Internal Services	46,776	46,776	40,693	40,693	40,693	67,124	0%
Capital Lease	-	1,020	6,719	6,719	6,380	6,360	-5%
Capital Outlay	147,500	72,186	55,059	55,059	69,000	55,170	25%
Program Total	\$1,052,207	\$785,729	\$995,342	\$995,342	\$766,022	\$1,174,363	-23%



Budget Highlights/Comments:

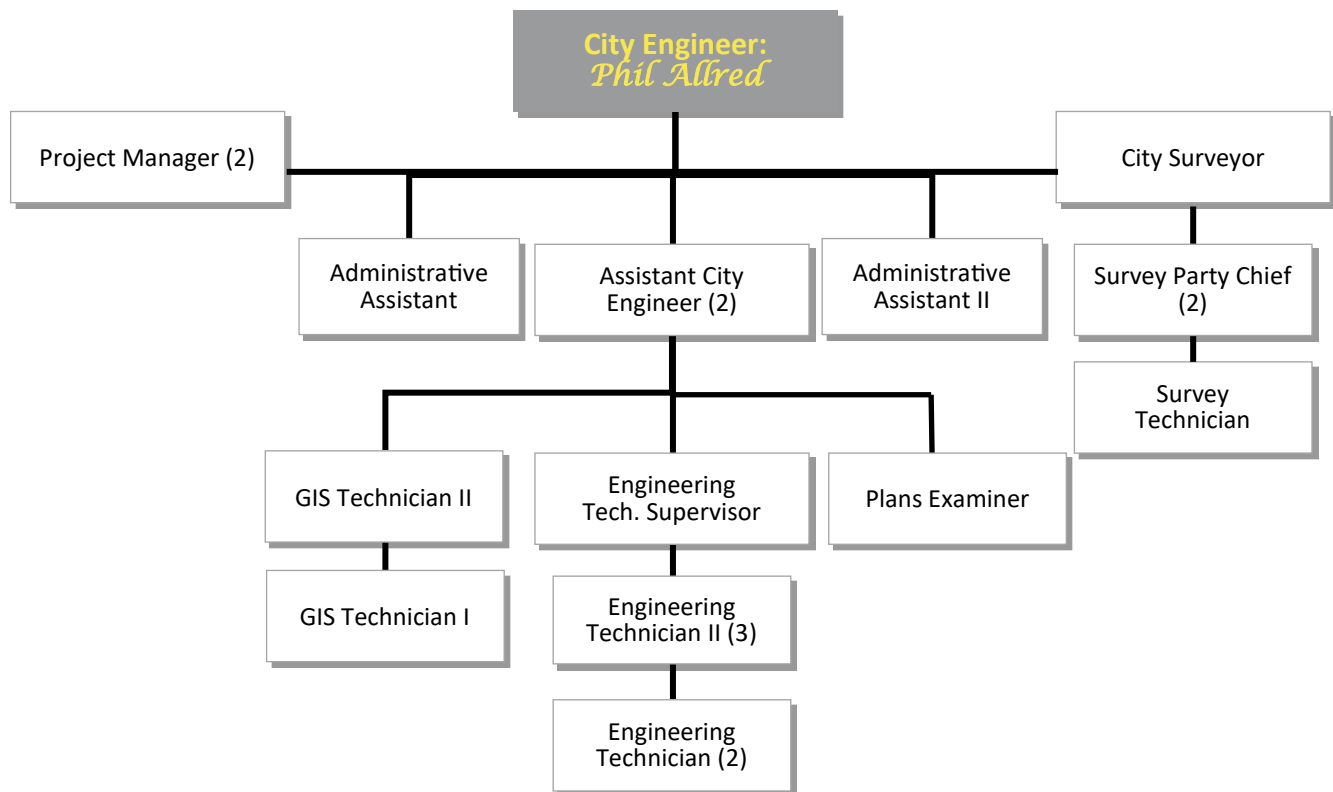
The adopted budget reflects an 18.0% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, any changes to benefit elections, and the addition of a full-time Administrative Assistant (206) position.
- ◆ Supplies & Services increased by 12.3% due to 1) additional marketing and data analysis tools being purchased, 2) a community art program being added, and 3) conference room furniture.
- ◆ Internal Services increased 65.0% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Outlay reflects the completion of the Drive-Thru shield.

Engineering

Mission Statement:

To ensure public works facilities and improvements and extensions to the City's water and sewer systems are designed and constructed in conformance with applicable City, State and Federal standards and to good engineering and construction practices. To assist the public and other City departments with inquiries and information requests in a timely and efficient manner.



Major Services and Responsibilities:

- Prepare engineering designs, construction plans and bidding documents for City construction contracts
- Provide construction administration and management for City construction projects
- Review and approve plans for extensions to the City's water and sewer systems.
- Review and approve plans for private development site grading, street and drainage improvements
- Review and approve drainage plans, plats and improvement plans for new subdivisions
- Inspect the construction of subdivision improvements and public works projects
- Issue and administer permits to work within the public right-of-way
- Maintain records of the City's water and sewer systems and provide information in response to requests from the public

Engineering (cont.)

Strategic Plan Focus Areas



City Team Objective: Complete street safety improvement projects to improve multi-modal safety

Department Action: Continue pursuing grant applications for safety improvements and utilize WACOG Safety Plan to prioritize HSIP grant applications



City Team Objective: Improve the accuracy of the city's GIS information

Department Action: Evaluate 10% of GIS points or features each year by adding, editing or field verifying

Division Goals	
FY21 Goals	FY21 Accomplishments
Water Conservation – projects, policies and ordinances	The city completed 10 drywell projects in various parts of town. The engineering department has been participating in the water sustainability task force. The task force is working on water use policies that we will bring back to the city council for review.
I/40 Traffic Interchange projects	Design plans for the interchange and connecting roadways are nearing completion. All of the necessary right-of-way has been acquired and is scheduled to be conveyed to ADOT. The project should be ready to bid for construction next fiscal year.
Flood Control projects	The Master Drainage Plan Update is complete and projects have been prioritized and are ready to be implemented into the CIP program.
FY22 Goals	
Water Conservation – projects, policies and ordinances	
I/40 Traffic Interchange projects	
Evaluate internal processes and make necessary adjustments to ensure timely plan review for our customers.	

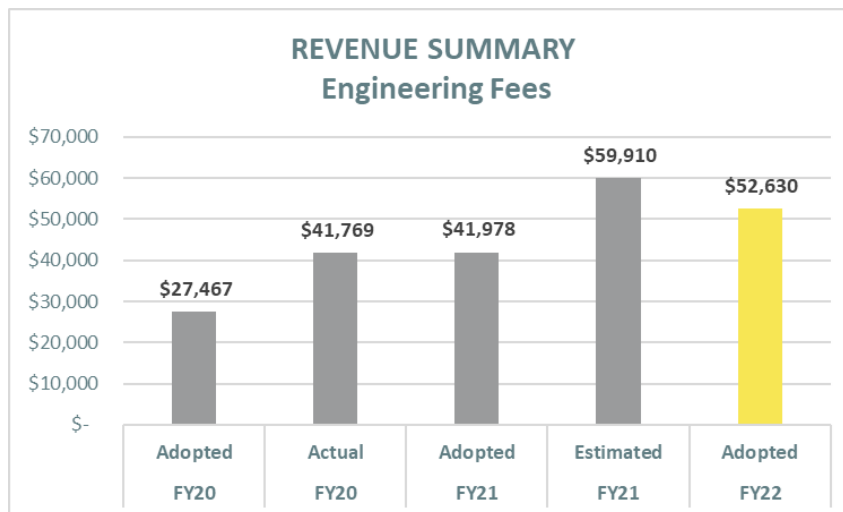
Engineering (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
City Engineer	1	1	1	1	1	1	
Assistant City Engineer	3	3	2	2	2	2	
Plans Examiner	-	-	1	1	1	1	
City Surveyor	1	1	1	1	1	1	
Project Manager	1	1	2	2	2	2	
Engineering Technician Supervisor	1	1	1	1	1	1	
Survey Party Chief	1	1	2	2	2	2	
Engineering Technician II	1	1	3	3	3	3	
GIS Technician II	1	1	1	1	1	1	
Administrative Assistant II	1	1	1	1	1	1	
Engineering Technician	4	4	2	2	2	2	
GIS Technician	1	1	1	1	1	1	
Survey Instrument Technician	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Program Total	18	18	20	20	20	20	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,663,803	1,550,893	1,595,304	1,595,304	1,417,463	1,555,928	-11%
Supplies & Services	183,945	66,963	171,448	171,448	99,892	404,044	-42%
City Internal Services	162,614	162,614	169,472	169,472	169,472	279,115	0%
Capital Lease	-	-	27,438	27,438	15,020	25,680	-45%
Capital Outlay	66,500	24,395	-	-	-	-	-
Program Total	\$2,076,862	\$1,804,865	\$1,963,662	\$1,963,662	\$1,701,847	\$2,264,767	-13%

Engineering (cont.)

Resource Summary (cont.):



**Engineering is part of the Water Fund, see Water Operations for additional revenue summary information

Budget Highlights/Comments:

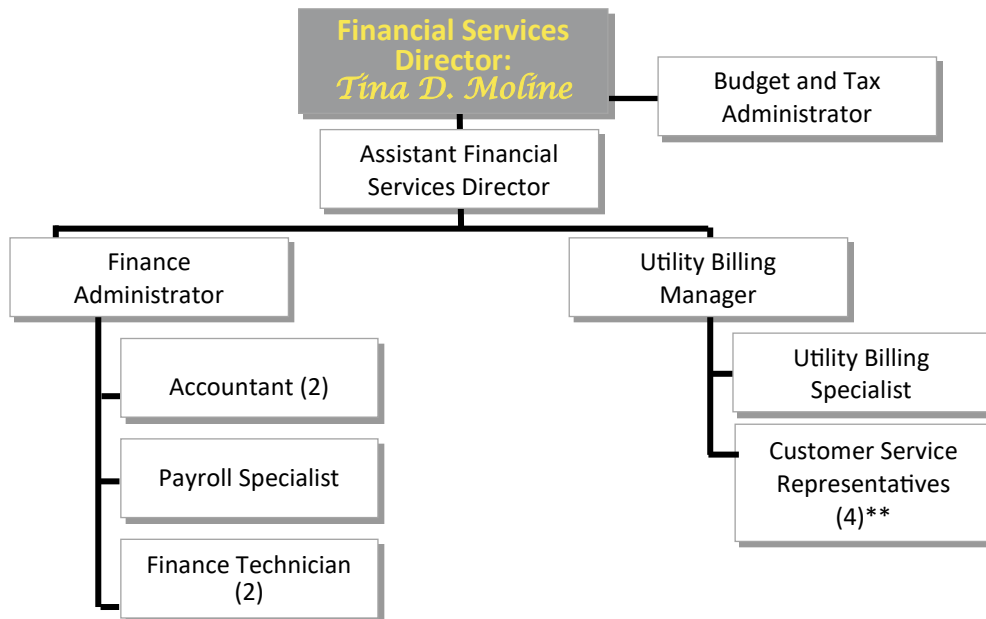
The adopted budget reflects a 15.3% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections. Additionally, a Project Manager and Plans Examiner position were not funded due to the difficulty in filling the positions during FY2020-21. Instead these positions' duties will be outsourced with the costs for these positions reflected in Supplies & Services. However, recruitment for these positions will continue. In the event one or both of the positions are hired in FY2021-22, the unused portion of the positions' costs that were allocated to Supplies & Services will be transferred to Personnel to cover the employees' salaries and benefits.
- ◆ Supplies & Services will increase by 135.7% which is almost entirely related to the outsourcing of the Project Manager and Plans Examiner positions' duties.
- ◆ Internal Services increased 64.7% as a result of building, fleet, information technology and insurance services budgets increasing.

Financial Services

Mission Statement:

To maintain the financial integrity of the City through effective fiscal oversight. To provide professional financial management and protect the City's financial integrity through effective and prudent fiscal oversight.



Major Services and Responsibilities:

- Preparation of the City's annual budget
- Monitoring actual vs. budgeted financial performance
- Forecasting and long-term financial planning
- Fiscal impact and rate analyses
- Financial recordkeeping
- Cash and investment management
- Bank and account reconciliations
- Preparation of annual financial report
- Maintenance and control of capital assets database
- Payroll
- Accounts payable and purchasing management
- Accounts receivable and cash receipting
- Administration and billing of improvement district properties
- Mohave County Water Authority financial recordkeeping, budget preparation, and annual audit preparation
- Administration of business and animal licensing
- Compliance with government reporting requirements

Financial Services (cont.)

Strategic Plan Focus Areas



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Create public information videos



City Team Objective: Increase employee and dependent participation in wellness activities

Department Action: Promote and encourage safety and wellness topics in all team meetings

Division Goals	
FY21 Goals	FY21 Accomplishments
Develop a financial transparency web page to better communicate the city's financial condition to its citizens and the public	Financial transparency solutions were researched and funding for implementation is being requested in FY22
Review and update internal policies and procedures to ensure management philosophy, municipal code and legislative changes are reflected	A review and update of the financial policies and procedures and business license code were completed.
Evaluate revenues and expenditures to ensure cost recovery is being maintained	A cost of service study for solid waste was completed, and Council adopted new rates to reflect the cost of service study's findings.
FY22 Goals	
Implement a financial transparency solution to better communicate the city's financial condition to its citizens and the public	
Continue to evaluate revenues and expenditures to ensure cost recovery is being maintained	
Continue to review and update internal policies and procedures to ensure management philosophy, municipal code and legislative changes are reflected	

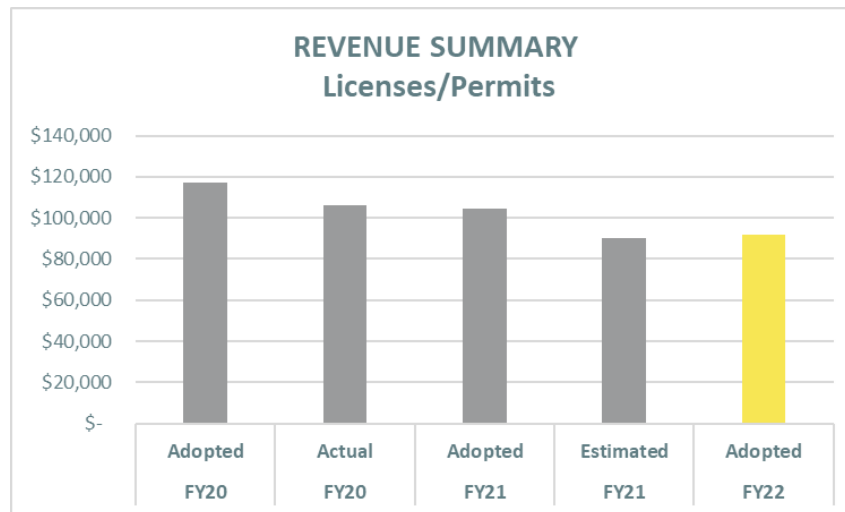
Financial Services (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Financial Services Director	1	1	1	1	1	1	
Assistant Financial Services Director	1	1	1	1	1	1	
Budget and Tax Administrator	1	1	1	1	1	1	
Finance Administrator	1	1	1	1	1	1	
Senior Accountant	1	1	1	1	1	-	
Accountant	1	1	1	1	1	2	
Payroll Specialist	1	1	1	1	1	1	
Finance Technician	2	2	2	2	2	2	
Customer Service Representative	0.5	0.5	0.5	0.5	0.5	-	
Program Total	9.5	9.5	9.5	9.5	9.5	9	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	762,190	679,546	781,680	781,680	742,702	789,999	-5%
Supplies & Services	279,715	230,325	268,637	268,637	283,244	310,737	5%
City Internal Services	120,695	120,695	125,720	125,720	125,720	196,438	0%
Capital Outlay	-	-	-	-	-	23,350	-
Program Total	\$1,162,600	\$1,030,566	\$1,176,037	\$1,176,037	\$1,151,666	\$1,320,524	-2%

Financial Services (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 12.3% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022 and any changes to benefit elections. The Accountant position was reclassified from a Grade 209 to a Grade 214, and the Senior Accountant position was reclassified to an Accountant position. Also, to ensure proper allocation of business license activity costs, .50 of a Utility Billing Customer Service Representative that used to be funded out of the Finance operating budget will now be funded through an interfund transfer.
- ◆ Supplies & Services increased by 15.7% which is due to higher bank account fees and expanding the scope of TPT audits to include contracting activities.
- ◆ Internal Services increased 56.3% as a result of building, information technology and insurance services budgets increasing.
- ◆ Capital Outlay increased by \$23,350. This is a result of the purchase of a financial transparency platform.

Utility Billing and Licensing

Mission Statement:

To ensure accuracy and efficiency in utility billing and licensing processes, to include billing and payment collections, and maintain professional and responsive service to all customers.

Major Services and Responsibilities:

- Manage billing and payment collection for water, wastewater and solid waste accounts and business and animal license customers
- Provide excellent customer service to all customers in a courteous and professional manner
- Process service orders for water, wastewater and solid waste accounts and distribute them to the City's service department for completion
- Administer delinquency account processing
- Answer City switchboard and direct callers to the appropriate City department

Strategic Plan Focus Areas



City Team Objective: Utilize multiple messaging systems to reach public

Department Action: Implement utility billing messaging system to be used for notifications of delinquent bills, service line leaks, and water system outages



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Create public information videos



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Coordinate with other divisions to develop utility bill inserts semiannually that will provide reminders to customers of how to locate information

Utility Billing and Licensing (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Establish standard operating procedures for the services and responsibilities being performed	Progress is being made on this goal. As processes are being identified, standard operating procedures are being developed. This is a multi-year goal.
Continue to identify and implement ways to improve customer	Telephone customer average hold times and talk times have
Increase the use of electronic requests by creating fillable docu-	Utility billing and business licensing electronic applications and
FY22 Goals	
Continue to establish standard operating procedures for the services and responsibilities being performed	
Successfully implement a new business and animal license system and a customer web portal	
Identify and implement a method to measure customer service satisfaction	

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Utility Billing Manager	1	1	1	1	1	1	
Utility Billing Specialist	1	1	1	1	1	1	
Customer Service Representa- tive	3.5	3.5	3.5	3.5	3.5	4	
Program Total	5.5	5.5	5.5	5.5	5.5	6	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	349,732	311,067	347,295	347,295	335,783	394,465	-3%
Supplies & Services	452,000	448,092	524,672	524,672	478,126	534,356	-9%
City Internal Services	66,562	66,562	65,819	65,819	65,819	101,398	0%
Program Total	\$868,294	\$825,721	\$937,786	\$937,786	\$879,728	\$1,030,219	-6%

**Utility Billing and Licensing is part of the Water Fund, see Water Operations for revenue summary information

Budget Highlights/Comments:

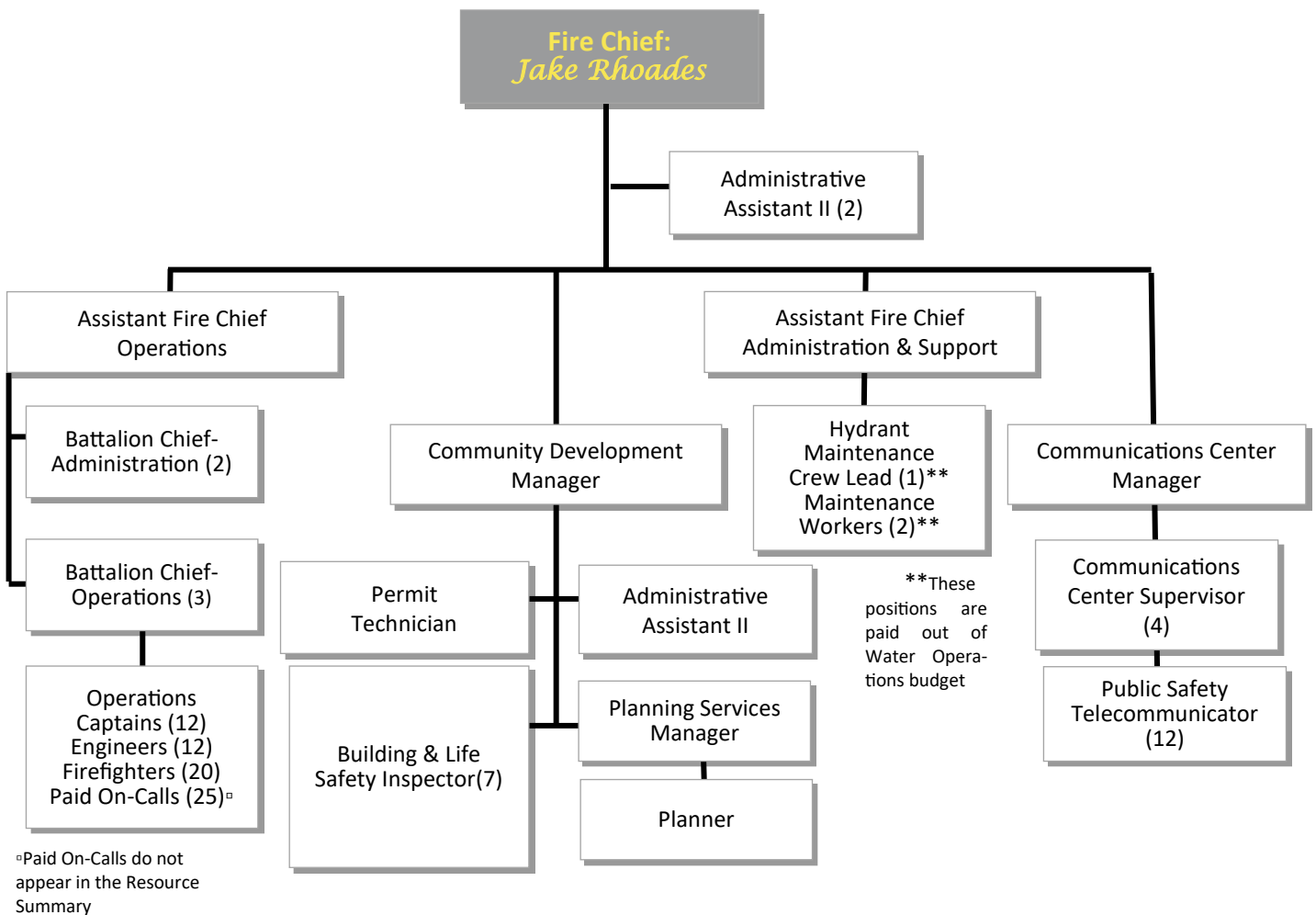
The adopted budget reflects a 9.9% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. Also, to ensure proper allocation of business license activity costs, .50 of a Utility Billing Customer Service Representative that used to be shared with the Finance division will now be funded through an interfund transfer.
- ◆ Internal Services increased 54.1% as a result of building, information technology and insurance services budgets increasing.

Fire Services

Mission Statement:

To enhance the life, property and well-being of our community



Major Services and Responsibilities:

- Provide for emergency and non-emergency response as defined within the Standards of Cover
- Provide all hazards emergency and non-emergency response and mitigation
- Ensure organizational efficiency and effectiveness while maintaining elevated return on investment
- Budget planning, purchasing, fiscal responsibility, strategic analysis and planning
- Compliance with Standards and Regulations for Emergency Response and Operations
- Development and implementation of Standard Operating Procedures and department processes
- Disaster response planning, coordination, and response as well as management of emergency operations plan
- Complete and maintain reports and Emergency Response Data Information, and data analysis
- Provide and support community relations and customer service in every aspect of performance

Fire Administration

Strategic Plan Focus Areas



City Team Objective: Increase livability score on the citizen survey

Department Action: Increase cardiac survivability rates within the city of Kingman to 25%



City Team Objective: Provide public outreach information through community events

Department Action: Provide community forums and outreach opportunities for all Fire Service and Hazard programs



City Team Objective: Expand attainment of educational/workforce credentials and degrees

Department Action: Continue Fire Explorer program annually for all area high school students with the transition from high school to MCC to workforce.

Division Goals	
FY21 Goals	FY21 Accomplishments
Maintain established benchmarks for turnout and travel times for emergency incidents increasing level of service to community	The focus on response performance and delivery of service continues to be a priority and the total response time increased to 88% compliance based on call volume and resource availability.
Increase the cardiac survivability percentage by 25%	Cardiac survivability rates within the Kingman response system including AMR, Kingman Fire and KRMC continues to be a priority in education and response protocols as we continue to fall short of 25% survivability at only 9% successful return of spontaneous circulation.
Ensure compliance with the department strategic planning goals and objectives documented within the Department Strategic Plan Performance Indicators	The department adheres to the adopted department strategic plan goals and objectives and will continue to strive to make progress towards long-term achievement to improve service delivery. The management service agreement nears the end of the pilot period with renewal expected and a measurable improvement in administrative and operational service delivery.
FY22 Goals	
Maintain established benchmarks for turnout and travel times for emergency incidents increasing level of service to community.	
Increase the cardiac survivability percentage to 25% through proactive, multi-dimensional approach.	
Adopt the 2021-2026 Fire Department Strategic Plan and ensure compliance with the department strategic planning goals and objectives documented within the Department Strategic Plan Performance Indicators.	
Provide increased safety and cancer prevention measures for each facility including storage and zone separation.	
Implement Squad 2 on a daily basis to increase the level of service and ensure continuity of service to medical emergencies.	

Fire Administration (cont.)

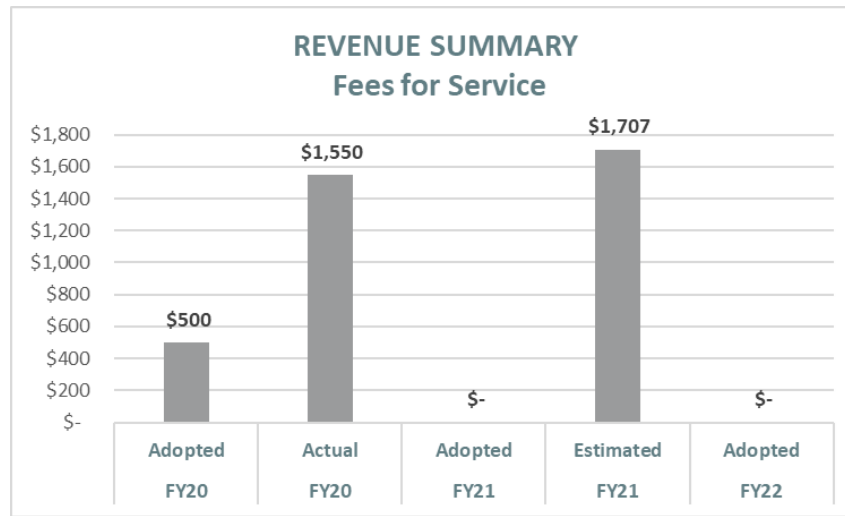
Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Fire Chief	1	1	1	1	1	1	
Assistant Fire Chief	1	2	2	2	2	2	
Battalion Chief– Shift Commander	3	3	3	3	3	3	
Battalion Chief– Administration	2	2	2	2	2	2	
Fire Captain	12	12	12	12	12	12	
Fire Engineer	12	12	12	12	12	12	
Fire Fighter	18	18	18	18	18	20	
Administrative Assistant II	-	-	-	-	-	2	
Administrative Assistant	2	2	2	2	2	-	
Program Total	51	52	52	52	52	54	
Operating Budget Summary							
Fire Administration	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	5,752,541	5,751,628	6,316,586	6,316,586	5,910,648	5,248,815	-6%
Supplies & Services	510,870	646,295	452,530	450,030	409,639	703,060	-9%
City Internal Services	638,864	638,864	610,087	610,087	610,087	862,738	0%
PSPRS Unfunded Liability	1,549,061	1,562,396	-	-	-	-	-
Capital Lease	-	-	6,719	6,719	-	41,794	-
Capital Outlay	236,500	200,568	122,000	115,771	114,990	177,500	-6%
Program Total	\$8,687,836	\$8,799,751	\$7,507,922	\$7,499,193	\$7,045,364	\$7,033,907	-6%

**Fire Stations budget has been combined into the Fire Administration budget

Fire Administration (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 6.3% decrease.

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. Additionally, PSPRS employer contribution rates will decline dramatically due to the financing of the PSPRS Fire plan's unfunded liability. Two full-time Firefighters (Grade 401) are also being added, and the Administrative Assistants (Grade 206) will be reclassified to Administrative Assistant II's (Grade 209).
- ◆ Supplies & Services increased 55.4%. In previous years, fire stations had their own operating budget. This year the fire stations' operating costs will be absorbed in the Fire Administration budget. Other reasons for the increase include expanded training programs, fuel price escalation, uniforms and protective clothing for new personnel and turnover, and the replacement of hoses and nozzles.
- ◆ Internal Services increased 41.4% as a result of building, fleet, dispatch center, information technology and insurance services budgets increasing.
- ◆ Capital Lease will increase due to one vehicle replacement.
- ◆ Capital Outlay will increase by 45.5% due to instituting a replacement program for cardiac monitors and thermal imaging cameras.

Fire Stations

Division Goals	
FY21 Goals	FY21 Accomplishments
Complete remodel of Fire Station 2	The remodel of Fire Station 2 was completed adding over 6,000 additional square feet with the objectives focused on firefighter safety and health as well as providing a quality living environment for members spending 48 shifts at the station.
Construct multi-dimensional training tower / burn building	The construction of the training tower burn building was completed in 2021 increasing department capabilities and realistic training simulations reflective of the modern fire service and reflective of the city of Kingman.
Provide increased cancer prevention measures for each facility including storage and zone separation	Fire Station 2 remodel included cancer prevention measures throughout the facility and the Plymovent point of capture diesel exhaust system was installed in all fire stations to reduce exposures.
FY22 Goals	
This category is deleted and combined with Fire Administration in FY22.	

Resource Summary:

Operating Budget Summary							
Fire Stations	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Supplies & Services	120,500	92,900	92,000	92,000	92,965	-	1%
Program Total	120,500	92,900	92,000	92,000	92,965	-	1%

**Fire Stations budget has been combined with the Fire Administration budget

Community Development

Mission Statement:

To enhance the life, property and well-being of our community.

Major Services and Responsibilities:

- Implement the Kingman General Plan to its goals and objectives within available resources
- Provide counsel and direction to the City Council and related commissions for the development community in the development of short- and long-range plans and projects
- Develop and maintain the most efficient entitlement processes to ensure timely implementation of the planning and development opportunities
- Provide assistance and guidance to our citizens the permit process
- Review construction documents and plans for compliance with City ordinance, building, and fire codes
- Maintain compliance with standards, codes, and regulations for the Community Development Department
- Ensure professional development necessary for long-term succession
- Provide and support community relations and customer service in every aspect of performance
- Coordinate interdepartmental comments during the permit process
- Issue all construction related permits in a manner to facilitate the development and building process
- Provide on-site inspections, enforcement, and alternate means of completion if necessary

Strategic Plan Focus Areas



City Team Objective: Increase city beautification score on citizen survey

Department Action: Increase code enforcement compliance from current 82% average to 90% and maintain annually



City Team Objective: Increase city beautification score on citizen survey

Department Action: Increase beautification outreach and education by delivering monthly programs to target areas



City Team Objective: Increase confidence in city government score on citizen survey

Department Action: Ensure all citizens issuing complaints for weed and / or zoning issues are initially contacted within 2 business days.

Community Development (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Complete and implement the Zoning Code Update in all aspects including city codes supporting adoption	The Zoning Code was adopted in March 2021 to include the Zoning Ordinance and Expansion of the Historic Overlay District for the first comprehensive zoning code update since 1971.
Adopt and Implement the 2018 International Codes	The City of Kingman has adopted the 2018 International Codes. Currently, the City will accept submittals under the 2012 International Codes or the 2018 International Codes. Effective July 1, 2021 all submittal's must be the 2018 International Codes .
Complete the implementation and training in the use of the First Due Platform for pre-planning and target hazard analysis	The First Due software was implemented for all pre-planning and target hazards providing invaluable information for planning and increasing emergency response capabilities.
FY22 Goals	
Complete revision of standard of cover community risk analysis for the community in compliance with the Commission of Fire Accreditation International.	
Maintain established benchmarks for community development and increasing level of customer service to building and development community.	
Implement a self inspection program to increase compliance for building and fire inspections as well as implementation of pre-planning program for increased personnel safety and awareness.	

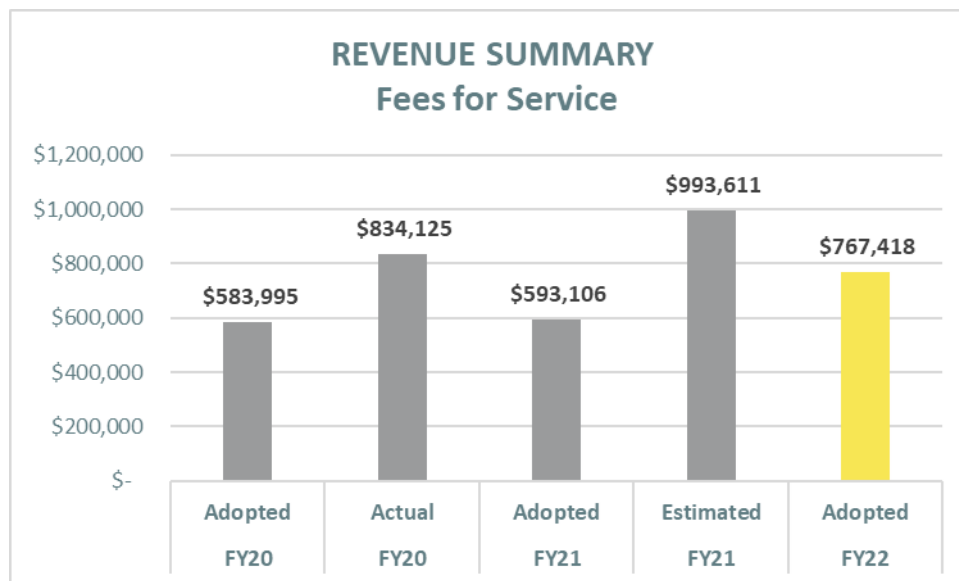
Resource Summary:

Authorized Positions						
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted
Community Development Manager	1	1	1	1	1	1
Planning Services Manager	1	1	1	1	1	1
Planner	1	1	1	1	1	1
Building & Life Safety Inspector	6	6	6	6	6	7
Permit Technician	1	1	1	1	1	1
Administrative Assistant II	-	-	-	-	-	1
Administrative Assistant	1	1	1	1	1	-
Program Total	11	11	11	11	11	12

Community Development (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,012,484	874,299	902,225	902,225	866,093	977,417	-4%
Supplies & Services	484,325	291,390	382,446	354,946	298,815	395,050	-22%
City Internal Services	97,170	97,170	112,757	112,757	112,757	196,879	0%
Capital Lease	-	-	13,438	13,438	-	33,788	-
Capital Outlay	15,000	6,497	-	-	-	-	-
Program Total	\$1,608,979	\$1,269,356	\$1,410,866	\$1,383,366	\$1,277,665	\$1,603,134	-9%



Budget Highlights/Comments:

The adopted budget reflects a 13.6% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. An Administrative Assistant (Grade 206) is being reclassified to an Administrative Assistant II (Grade 209), and one full-time Building and Life Safety Inspector (Grade 214) is being added.
- ◆ Internal Services increased 74.6% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease will increase due to one vehicle replacement.

Dispatch Center

Mission Statement:

To enhance the life, property and well-being of our community.

Major Services and Responsibilities:

- Provide dispatch and communications service for Kingman Fire Department, Northern Arizona Consolidated Fire District, Golden Valley Fire District, Lake Mohave Ranchos Fire District, Pinion Pine Fire District, and Pine Lake Fire District
- Maintain compliance with intergovernmental agreement between the City of Kingman and agreed parties
- Handle telephone calls requesting emergency 911 and non-emergency public safety assistance for police, fire, and medical services
- Utilizing Medical Priority Dispatch Systems (MPDS) emergency medical protocol with ProQA software
- Provide dispatch service for Kingman Police Department, including patrol, traffic, detectives, evidence, school resource, neighborhood services, and volunteer officers
- Providing after hours emergency services for the City of Kingman Water and Streets Departments.
- Access and disseminate Arizona Criminal Justice Information System (ACJIS) and National Crime Information Center (NCIC) information
- Providing Justice and Municipal courts with warrant entry, control, security, and maintenance
- Providing data warehousing, reporting, and analysis services to all police and fire agencies served

Strategic Plan Focus Areas



City Team Objective: Utilize multiple messaging systems to reach public

Department Action: Utilize Spydr survey system to increase feedback from all emergency responses

Division Goals	
FY21 Goals	FY21 Accomplishments
Complete Commission on Accreditation for Law Enforcement Agencies (CALEA) for the 911 Communications Center.	The 911 Communications Center was awarded CALEA Public Safety Communications Center Accreditation in November of 2020.
Maintain established benchmarks for call handling times for emergency incidents increasing level of service to community.	The benchmarks have been met as at least 95% of all emergency (911) phone calls are answered within 10 seconds and alarm handling time is under 90 seconds with 2020 Annual Baseline Times for Fire: 84%; Medical & HAZMAT: 98%; and Police 68%.
Complete Annual Training Plan goals and objectives established for all members of the 911 Communications Center including professional development requirements of new and promoted members.	An annual training plan was created, maintained, and achieved through the use of PowerDMS training management software. The 911 Center completed 3678 hours of training in 2020, which was a 59% increase over 2019.

Dispatch Center (cont.)

FY22 Goals
Complete Year 1 Commission on Accreditation for Law Enforcement Agencies (CALEA) Assessment to maintain CALEA Public Safety Communications Accreditation.
Maintain established benchmark call handling times for fire, medical, and police emergency incidents increasing level of service to community.
Maintain Annual Training Plan (ATP) goals and objectives established for all members of the 911 Communications Center including employee development, certification and recertification requirements, and Task Book completion of new and promoted members
Increase SPYDER Survey dispatch feedback for all responses by .05 points annually to maintain open communication with the community and ensure quality customer service.

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Communications Center Manager	1	1	1	1	1	1	
Communication Center Supervisor	4	4	4	4	4	4	
Public Safety Telecommunicators	11	11	11	11	11	12	
Program Total	16	16	16	16	16	17	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,087,017	940,502	1,158,719	1,158,719	1,004,082	1,265,808	-13%
Supplies & Services	174,000	131,772	347,606	347,606	158,267	199,150	-54%
City Internal Services	112,056	112,056	138,827	138,827	138,827	250,612	0%
Capital Outlay	619,875	199,267	139,000	139,000	-	439,773	-
Program Total	\$1,992,948	\$1,383,597	\$1,784,152	\$1,784,152	\$1,301,176	\$2,155,343	-27%

Budget Highlights/Comments:

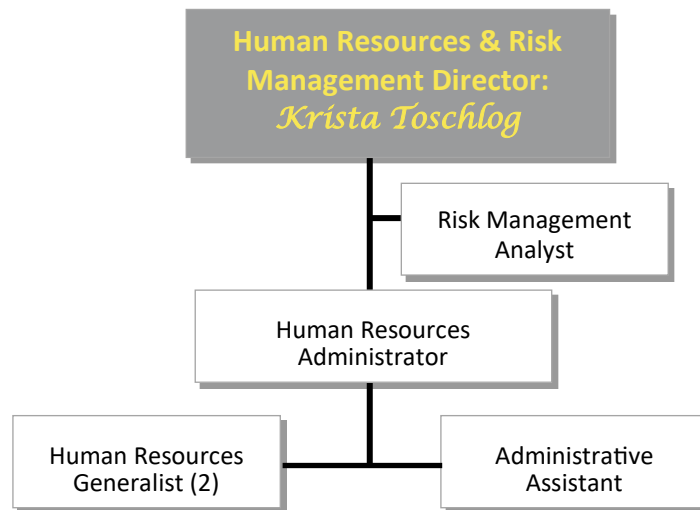
The adopted budget reflects a 20.8% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. One full-time Public Safety Telecommunicator (Grade 209) has been added.
- ◆ Supplies & Services decreased by 42.7% due to the reduction in annual costs for the computer aided dispatch system replacement.
- ◆ Internal Services increased 80.5% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Outlay increased due to the purchase of priority dispatch and computer aided dispatch software systems.

Human Resources & Risk Management

Mission Statement:

To provide excellent customer service to our partners, the public and organizational departments of the City so that we can better serve the citizens of Kingman. The mission of the department is to attract, develop, motivate and retain quality employees; to provide a competitive compensation program and benefit package in a cost efficient manner; to assure compliance with applicable employment laws; to promote safety awareness in the workplace; to assist in the resolution of problems when conflicts arise; and to protect the City's monetary resources through effective risk management techniques. We take pride in our ability to provide our partners with excellent teamwork and customer service.



Major Services and Responsibilities:

- Recruitment, testing, and selection of employees
- Administration of City's Classification, Compensation and Benefits Programs, including Wellness, Employee/ Departmental Assistance, Employment Law Counseling
- Oversee employee training and development efforts
- Manage City's Risk Management Loss Control, Insurance Programs, and Worker's Compensation Program

Strategic Plan Focus Areas



City Team Objective: Increase employee and dependent participation in wellness activities

Department Action: Develop and implement more holistic wellness and safety programs



City Team Objective: Increase employee satisfaction by 5% annually

Department Action: Tailor response activities to address deficiency in employee satisfaction



City Team Objective: Increase employee satisfaction by 5% annually

Department Action: Launch supervisor academy with objective of improved culture and communication with employees

Human Resources & Risk Management (cont.)

Human Resources Division Goals	
FY21 Goals	FY21 Accomplishments
Update employee handbook and safety policies	Limited progress due to staffing issues and turnover
Complete job classification audit, update job descriptions and	Completed partial classifications audit; implemented job de-
Leadership training program, including comprehensive transi-	HR Staff facilitated Lunch and Learns and Senior Leadership
FY22 Goals	
Complete update and modernization of employee handbook and safety policies	
Implement new website for employees and dependents to access benefits, wellness and safety tools	
Launch supervisor academy	
Risk Management Division Goals	
FY21 Goals	FY21 Accomplishments
Deploy comprehensive safety culture program for supervisors/ leadership	Successful completion of phase I of our safety culture supervisor/leadership training
Hazard prevention and control	Experienced a reduction of our incident rates and employee injuries
Safety and health training programs	Implemented an annual calendar of programs and events focused on safety, health and wellness
Complete update of all safety and loss control policies	Limited progress due to staffing issues and workload
FY22 Goals	
Complete update of all safety and loss control policies	
Launch phase II of our safety culture supervisor/leadership training program	
Launch and maintain city-wide safety recognition program	

Resource Summary:

Authorized Positions						
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted
Human Resources/Risk Director	1	1	1	1	1	1
Human Resources Administrator	1	1	1	1	1	1
Human Resources Generalist	2	2	2	2	2	2
Administrative Assistant	-	-	-	-	-	1
Risk Management Analyst	1	1	1	1	1	1
Program Total	5	5	5	5	5	6

Human Resources & Risk Management (cont.)

Resource Summary (cont.):

Operating Budget Summary							
Human Resource	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	442,557	365,311	380,547	380,547	353,084	479,455	-7%
Supplies & Services	177,185	85,120	127,385	127,385	49,946	128,760	-61%
City Internal Services	109,206	109,206	56,156	56,156	56,156	92,366	0%
Program Total	\$728,948	\$559,637	\$564,088	\$564,088	\$459,186	\$700,581	-19%
Operating Budget Summary							
Risk Management	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	71,238	71,407	90,783	90,783	68,626	95,184	-24%
Supplies & Services	108,340	116,461	119,540	119,540	72,089	107,040	-40%
City Internal Services	14,327	14,327	20,379	20,379	20,379	28,948	0%
Capital Lease	-	1,020	6,719	6,719	6,370	6,348	-5%
Capital Outlay	30,000	29,286	-	-	-	-	-
Program Total	\$223,905	\$188,888	\$237,421	\$237,421	\$167,464	\$236,960	-29%

Budget Highlights/Comments:

The adopted budget for Human Resources reflects a 24.2% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. A full-time Administrative Assistant (Grade 206) has been added.
- ◆ Supplies & Services increased 1.1%. A reduction to pre-employment services was made to better align with historical spending, and employee recognition was moved out of the Council's budget.
- ◆ Internal Services increased 64.5% as a result of building, information technology and insurance services budgets increasing.

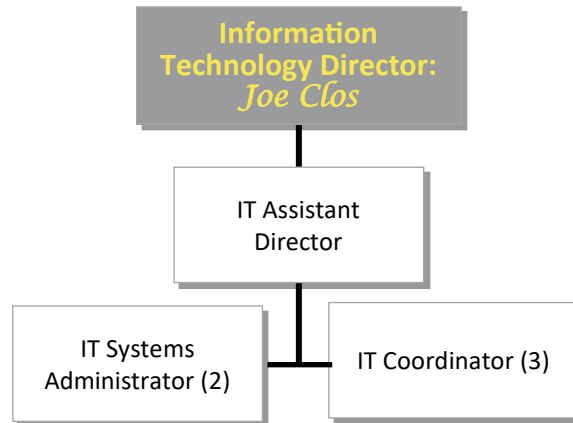
The adopted budget for Risk Management remained level:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021 and a 1.7% cost of living adjustment effective January 2022.
- ◆ Supplies & Services decreased 10.5% due to a reduction in physician services to better align with historical spending.
- ◆ Internal Services increased 42.0% as a result of building, fleet, information technology and insurance services budgets increasing.

Information Technology

Mission Statement:

Assist in the delivery of City services by managing and coordinating the use of information technology services across all City departments.



Major Services and Responsibilities:

- Maintain, upgrade and replace phone, computing and networking components as needed
- Support installed software programs as needed
- Configure and support the secure network across the public data network that provides remote wireless access to the City systems for Public Safety, Water Department, Neighborhood Services, etc.
- Support the City's website
- Coordinate the use of common technologies between City departments

Strategic Plan Focus Areas



City Team Objective: Increase internal communication score on employee survey

Department Action: Encourage use of Cityweb (Intranet) as a source of employee information

Division Goals	
FY21 Goals	FY21 Accomplishments
Windows 10 desktop upgrades	Windows 10 desktop successfully upgraded
Virtual Environment system upgrades	Virtual Environment system successfully upgraded
Network Infrastructure upgrades	Network Infrastructure successfully upgraded
FY22 Goals	
Additional Virtual Environment system upgrades	
Additional Network Infrastructure upgrades	
Continue to strengthen cyber security	

Information Technology (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Information Technology Director	1	1	1	1	1	1	
Information Technology Assistant Director	-	-	-	-	-	1	
Information Technology Administrator	1	1	1	1	1	-	
Information Technology Systems Administrator	-	-	-	-	-	2	
Information Technology Coordinator	5	6	5	5	5	3	
Program Total	7	8	7	7	7	7	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	641,903	615,540	633,875	633,875	599,419	709,076	-5%
Supplies & Services	562,600	502,673	650,580	625,580	575,800	925,846	-11%
City Internal Services	32,261	32,261	37,113	37,113	37,113	57,551	0%
Capital Outlay	145,000	115,837	135,000	160,000	113,000	390,000	-16%
Program Total	\$1,381,764	\$1,266,311	\$1,456,568	\$1,456,568	\$1,325,332	\$2,082,473	-9%

Budget Highlights/Comments:

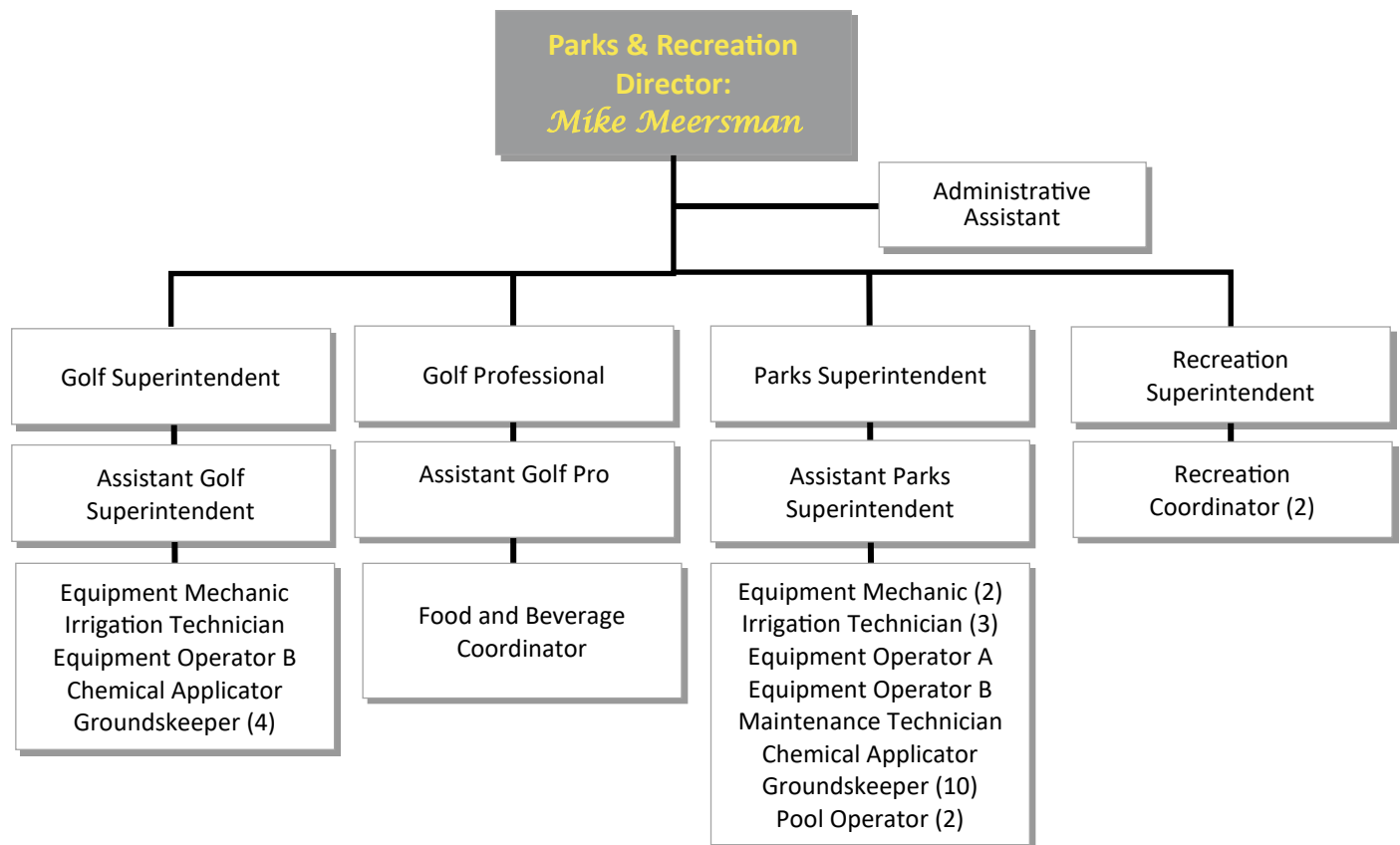
The adopted budget reflects a 43.0% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. The I.T. Administrator (Grade 218) was reclassified to an I.T. Assistant Director (Grade 224). Two I.T. Coordinators (Grade 214) were reclassified to I.T. System Administrators (Grade 218).
- ◆ Supplies & Services increased 42.3% due to moving computer hardware and software from individual division budgets into the I.T. budget and additional software tools being purchased to aid in cyber security.
- ◆ Internal Services increased 55.1% as a result of building, fleet, and insurance services budgets increasing.
- ◆ Capital Outlay increased due to computer equipment upgrades to address cybersecurity threats.

Parks and Recreation Administration

Mission Statement:

Deliver clean, safe, high quality parks, buildings, facilities, golf and recreation opportunities improving the quality of life to everyone in our community. To build partnerships with volunteers, businesses, City staff and program participants in order to maximize the efficiency and economy of service delivery. To continually meet or exceed community expectations, while providing support and direction to volunteers, civic groups and staff.



Major Services and Responsibilities:

- Provide administrative support to all recreation activities
- Continue to create/change youth programming to improve health and wellness in our community
- Plan, organize, and operate special events for the community
- Continue to explore programming ideas for users with special needs
- Recruit volunteers for all youth sport coaches and events
- Administer City facility reservation requests for all ramadas, fields, courts, and pools
- Provide liaisons for use of City/School facilities per IGA
- Provide liaisons and work with all non-city sport leagues and clubs such as baseball, soccer, youth football & cheer, girls NSA softball, adult KSA softball, men's flag football, tennis, and horseshoes
- Develop and implement program & facility improvements
- Solicit the support of sponsorships and donations to offset the cost of programs and events from local businesses and civic groups

Recreation

Mission Statement:

Provide recreation opportunities improving the health and wellness of our community; including a wide variety of high quality recreation services at reasonable costs for the citizens of Kingman. To build partnerships with volunteers, businesses, City staff and program participants in order to maximize the efficiency and economy of service delivery. To continually meet or exceed community expectations, while providing support and direction to volunteers, civic groups and staff.

Strategic Plan Focus Areas



City Team Objective: Increase participation in health and recreation programs

Department Action: Redevelop dance programs, add additional cornhole & pickleball, tournament(s) and/or league, etc.



City Team Objective: Increase participation in health and recreation programs

Department Action: Reach out to tournament coordinators at least quarterly to insure return events for the following year or book new events.



City Team Objective: Provide public outreach information through community events

Department Action: Recreation Team to host and attend various community outreach events and/or summer employee recruitment

Division Goals	
FY21 Goals	FY21 Accomplishments
Maintain exiting or create new special events to promote family outings that improve health and wellness	We offered dance recitals, hosted swim meets, float-in movie with swimming, fitness & exercises classes that included water aerobics, floor/step aerobics, Zumba and body shaping. Offered Jr Lifeguard and regular Lifeguard classes that consisted of training and swimming requirements that promoted fitness. Offered an outdoor Clue walking event that encourage people to walk through certain trails, parks, and golf course to seek who "Murdered Mike". Also, offered pickleball and cornhole tournaments, youth basketball, and adult volleyball with COVID restrictions and guidelines in place. Mental health was promoted for families through our drive-in movies events that allowed for social distancing during COVID.
Continue to promote events and rental opportunities and maintain quality	Had ball tournaments almost every weekend, multiple ramada reservations, pool party reservations, and league and private scheduled field usages. Utilized approximately 31,000 man hours in supervision. Facebook and City webpage promoted all events and programs with an average of 18 posts per month. Was also able to access school with promotion materials once they opened.
Maintain educational opportunities in programs and research the possibility of online development courses	Many indoor educational programs were canceled due to COVID. Virtual egg hunt, virtual Clue with hiking, online accessible coloring contests, and promoted biking through virtual methods where patrons submitted their favorite trails with experiences noted. Online classes were not recommended per HR due to liability concerns.

Recreation (cont.)

FY22 Goals

Offer outdoor events to hiking, cornhole, pickleball and 9/11 remembrance to promote trails and wellness

Continue to promote events and rental opportunities and maintain quality

Reestablish programs post COVID

Resource Summary:

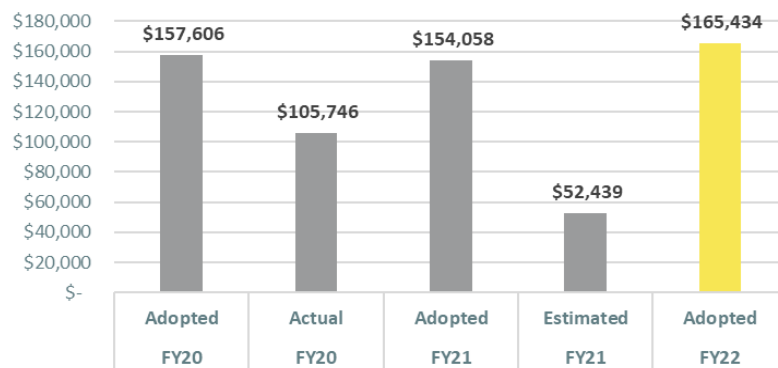
Authorized Positions

	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Recreation Supervisor	1	1	1	1	1	1	
Recreation Coordinator	2	2	2	2	2	2	
Program Total	3	3	3	3	3	3	

Operating Budget Summary

	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	375,560	320,152	359,487	359,487	276,288	409,527	-23%
Supplies & Services	210,220	113,769	210,147	197,997	99,639	185,300	-53%
City Internal Services	6,382	6,382	7,235	7,235	7,235	10,722	0%
Capital Outlay	40,000	-	-	-	-	45,000	-
Program Total	\$632,162	\$440,303	\$576,869	\$564,719	\$383,162	\$650,549	-34%

REVENUE SUMMARY Fees for Service



Budget Highlights/Comments:

The adopted budget reflects a 12.8% increase:

- Personnel costs reflect a 3% salary increase effective July 2021 and a 1.7% cost of living adjustment effective January 2022. An additional \$35,250 was budgeted for temporary, part-time salaries to reestablish pre-pandemic levels and adjust for minimum wage increases.
- Supplies & Services decreased by 11.8% due to a \$19,000 reduction in recreation programs to reflect historical spending.
- Internal Services increased 48.2% as a result of building, information technology and insurance services budgets increasing.

Pools

Mission Statement:

Provide a safe, sanitary and affordable swimming facility for the purpose of offering the public a recreational and competitive aquatic experience. Pool events bring many visitors to our city who fill motels, spend substantial money in restaurants and with local businesses.

Major Services and Responsibilities:

- American Red Cross swim lessons for ages 6 months & up
- Recreational swim team training for youth
- Recreational swim; afternoons and evenings
- Lap swim; mornings, afternoons, and evenings on weekdays
- Water Fitness classes for teens & adults
- American Red Cross lifeguard training/certification classes;
- Rental of pool for private pool parties/events
- Practice and competition facility for community swim teams
- Provide quality/competent staff (aquatic aides, lifeguards, WSI'S, management)

Strategic Plan Focus Areas



City Team Objective: Increase participation in health and recreation programs

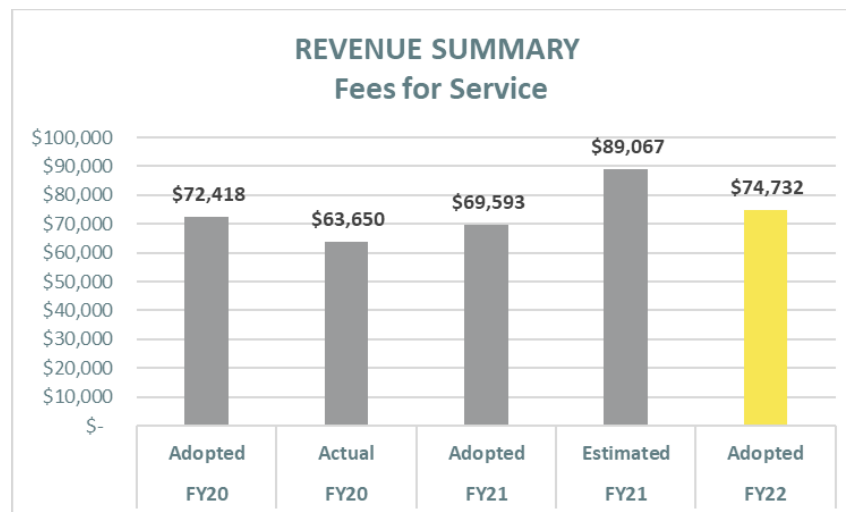
Department Action: Maintain high level of Swim Lessons; maximize participation.

Division Goals	
FY21 Goals	FY21 Accomplishments
Maintain and Continue swim lesson at Centennial in the mornings and at Grandview in the evenings.	Completed with COVID modifications to maximum limits allowed.
Offer Certified classes for new employees and maintain certifications for returning employees.	Completed with COVID modifications to maximum limits allowed.
Create family special events in pool facilities and discount days to increase participation.	Offered at a limited basis due to COVID.
FY22 Goals	
Create family special events in pool facilities and discount days to increase participation.	
Maintain and continue swim lesson at Centennial in the mornings and at Grandview in the evenings.	
Offer certified classes for new employees and maintain certifications for returning employees and establish a management team that will last longer than one season.	

Pools (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Pool Operator	2	2	2	2	2	2	
Program Total	2	2	2	2	2	2	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	275,327	256,867	234,982	234,982	231,988	291,591	-1%
Supplies & Services	183,900	116,079	170,263	167,763	123,202	179,500	-28%
City Internal Services	6,382	6,382	7,546	7,546	7,546	11,028	0%
Capital Outlay	-	-	10,000	10,000	-	10,000	-
Program Total	\$465,609	\$379,328	\$422,791	\$420,291	\$362,736	\$492,119	-14%



Budget Highlights/Comments:

The adopted budget reflects a 16.4% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021 and a 1.7% cost of living adjustment effective January 2022. An additional \$47,375 was budgeted for temporary, part-time salaries to reestablish pre-pandemic levels and adjust for minimum wage increases.
- ◆ Supplies & Services increased 54.3% due to pool deck repairs and transfer pump replacements.
- ◆ Internal Services increased 46.1% as a result of building, information technology and insurance services budgets increasing.
- ◆ Capital Outlay reflects the purchase of two replacement vacuums.

Golf Course

Mission Statement:

To provide a great golf experience for the citizens and visitors to the Kingman community and host events that bring golfers to our city.

Major Services and Responsibilities:

- Maintain quality turf, greens, bunkers and all buildings at the golf course
- To work effectively with pro-shop team on scheduling
- Effectively manage all irrigation programs to conserve water
- To train and develop our team to make their work enjoyable and rewarding
- To provide a safe environment for our team members and customers
- Work effectively with the PARG Commission
- Improve quality turf conditions, providing a great golf experience
- Keep all motorized equipment running
- Continue safety and training programs

Strategic Plan Focus Areas



City Team Objective: Increase participation in health and recreation programs

Department Action: Increase participation at Cerbat Cliffs golf course over same month previous year



City Team Objective: Increase participation in health and recreation programs

Department Action: Once fully operational with EZLinks/GolfNow, utilize online and social media marketing capabilities to advertise promotions, rates and online bookings

Division Goals	
FY21 Goals	FY21 Accomplishments
Keeping up on the maintenance of the golf course in pristine conditions	This was a bit more difficult than expected due to the COVID-19 crisis and the loss of our inmate labor. I feel we still accomplished this goal despite the challenges.
Continuation of course improvement projects; Leveling tees, enlarging #1 Green rebuilding green surround bunkers, edging all bunkers, and cart path extensions to consistently keep our course up to date	The pouring of a new event pad along with surrounding turf additions, landscaping, & major satellite combinations. The enclosure of the Clubhouse Patio was a huge accomplishment for our team. General course conditions continue to improve with our current cultural practices in place. The irrigation mainline & re-wiring was done to allow for the expansion of #1 green complex but lack of labor and team members utilizing mass amounts of comp & vacation time left us out of time for proper preparation & completion of this project. Areas were dressed up with landscape renewals leaving a fresh look behind.

Golf Course

Division Goals	
FY21 Goals	FY21 Accomplishments
While becoming self-sustaining remains the ultimate goal for the golf course operation, implementing new programs and events to attract more play, increase revenue, through the use of social media and event development i.e. additional league play, the Mohave County Amateur Championship, etc.	COVID had positive and negative effects on rounds, revenue and events for the golf course. From a positive perspective, the growth has remained due almost solely to individual play. Most events however, continue to be postponed preventing larger gatherings or outings due to COVID and Social Distancing. While the events have been scheduled for future dates, the possibility of COVID restrictions remain as deterrents. Social Media posts increased compared to last year and the net participation in our Junior Golf Program increased as we added a second program for the Fall.
FY22 Goals	
Continuation of course improvement projects; Leveling tees, enlarging #1 Green rebuilding green surround bunkers, edging all bunkers, and cart path extensions to consistently keep our course up to date	
Upgrade Cart Fleet; to new model, minimizing maintenance and improve the customer experience	
Keeping up on the maintenance of the golf course in pristine condition.	
With the reductions currently being realized with regards to COVID restrictions, we hope to see the return of events cancelled previously and the addition of new events or those that may have been dormant for some time. Our increase in rounds played in FY20 and FY21 we a positive effect of COVID along with our promotions. Continuing promotions to at least maintain that level in rounds played will be the goal for FY22. The added outdoor venue for hosting wedding ceremonies or parties will add a new revenue/use stream for the facility. With appropriate marketing through social media and City Marketing Programs currently being	
While becoming self-sustaining remains the ultimate goal for the golf course operation, implementing new programs and events to attract more play, increase revenue, through the use of social media and event development i.e. additional league play, the	

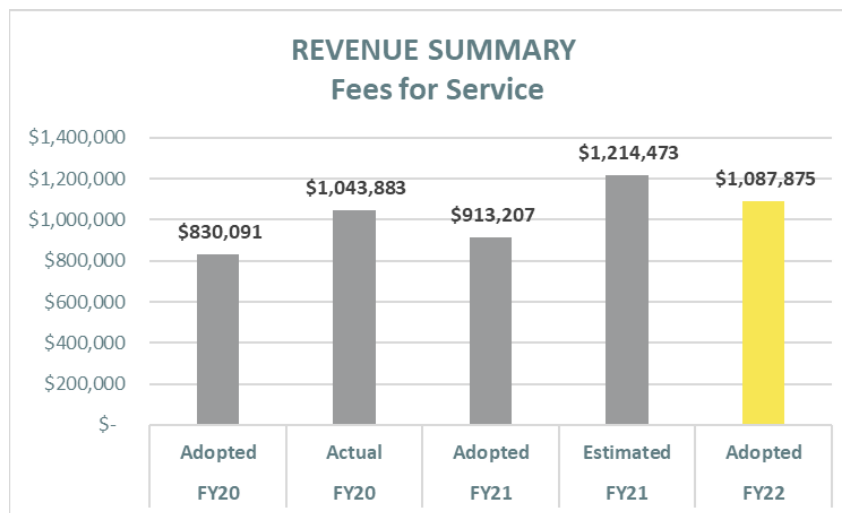
Resource Summary:

Authorized Positions						
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted
Golf Superintendent	1	1	1	1	1	1
Golf Professional	1	1	1	1	1	1
Assistant Golf Superintendent	-	-	1	1	1	1
Crew Leader	1	1	-	-	-	-
Equipment Mechanic	1	1	1	1	1	1
Assistant Golf Pro	1	1	1	1	1	1
Irrigation Technician	1	1	1	1	1	1
Equipment Operator B	-	-	-	-	-	1
Chemical Applicator	-	-	-	-	-	1
Groundskeeper	6	6	6	6	6	4
Food and Beverage Coordinator	1	1	1	1	1	1
Golf Attendant	1	1	-	-	-	-
Program Total	14	14	13	13	13	13

Golf Course (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	832,493	761,440	772,323	772,323	740,193	870,738	-4%
Supplies & Services	553,000	401,540	490,225	458,225	440,195	528,667	-10%
City Internal Services	16,875	16,875	26,117	26,117	26,117	32,151	0%
Capital Outlay	80,000	72,624	54,000	80,000	80,000	102,000	48%
Program Total	\$1,482,368	\$1,252,479	\$1,342,665	\$1,336,665	\$1,286,505	\$1,533,556	-4%



Budget Highlights/Comments:

The adopted budget reflects a 14.2% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. An Irrigation Technician is being reclassified from a Grade 206 to a Grade 209. One Groundskeeper (Grade 202) is being reclassified to an Equipment Operator B (Grade 206). One Groundskeeper (Grade 202) is being reclassified to a Chemical Applicator (Grade 204). The remaining Groundskeepers are being reclassified from a Grade 202 to a Grade 203 due to minimum wage increases. The Food and Beverage Coordinator is being reclassified from a Grade 201 to a Grade 203 due to minimum wage increases.
- ◆ Supplies & Services increased 7.8% due to an increase in merchant card fees, addition of a separate water source for irrigation efficiency, and the purchase of replacement landscaping equipment.
- ◆ Internal Services increased 23.1% as a result of building, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects a 5-year lease for golf cart replacements.
- ◆ Capital Outlay reflects the purchase of two t-mowers.

Parks

Mission Statement:

Deliver clean, safe, high quality parks, buildings, facilities, playgrounds, ball fields, trails, to provide recreation opportunities improving the quality of life to everyone in our community. We strive to maintain parks that provide a great economic impact with events that bring many visitors to our city who fill motels, spend substantial money in restaurants and with our local businesses. Park facilities add value to all properties in our city.

Major Services and Responsibilities:

- Design, construct, install and repair equipment and facilities, putting safety first
- Effectively manage all irrigation programs to conserve water
- Construct, repair and maintain all park facilities using carpentry, mechanical, plumbing, electrical, welding and landscape skills
- Perform landscaping, brush and tree removal at all City facilities
- Groom, mow and maintain top quality, safe athletic fields
- Perform custodial duties at all City facilities
- Coordinate maintenance schedules with other division and community groups

Strategic Plan Focus Areas



City Team Objective: Increase participation in health and recreation programs

Department Action: Increase quality and number of trails by 1 mile/year for 5 years



City Team Objective: Increase participation in health and recreation programs

Department Action: Add new pickleball courts and related events



City Team Objective: Improved citizen satisfaction with city employee contacts

Department Action: Provide customer satisfaction through email submissions & timely parks maintenance repair order resolution

Parks (cont.)

Division Goals	
FY21 Goals	FY21 Accomplishments
Complete batting cages at Centennial with pitching machines	Pitching machines received and assembled.
2 total Certified Playground Safety Inspectors CPSI trained	Completed Phase 1- trail expansion at White Cliffs AZSPT Grant adding 2 loops totaling 3.2 miles of trails. Submitted Phase 2 AZSPT Grant Application includes 6 loops, 5 miles connecting downtown to uptown.
Turf reduction return to desert landscape Fire station 2	In progress, should be completed by end of fiscal year.
	Pickleball court Construction completed.
	Shade structures installed at Fire Fighters Memorial Park and Southside Park. Two Shades at Walleck Ranch Playground and Swing set to be installed in May.
	Playground equipment updated at Cecil Davis Park.
FY22 Goals	
Enhance playground at Mohave Park. Add shade structure to playgrounds at Pawnee and Canyon Shadows Parks. Add new play apparatuses at Metcalfe Park.	
At Centennial Park Add lighting to pickleball courts and update Tennis & basketball court lighting .	
Install new irrigation system at Hubbs Neighborhood Park.	

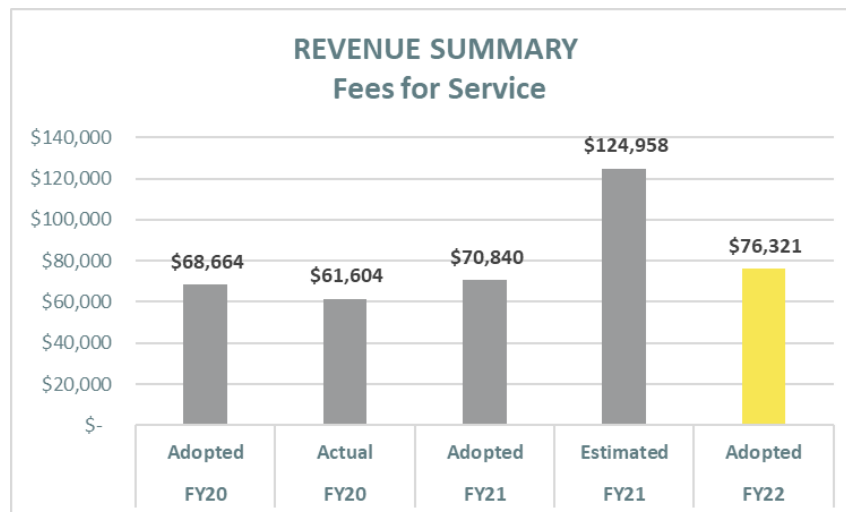
Resource Summary:

Authorized Positions						
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted
Parks & Recreation Director	1	1	1	1	1	1
Parks Superintendent	1	1	1	1	1	1
Parks Assistant Superintendent	-	-	1	1	1	1
Crew Leader	1	1	-	-	-	-
Equipment Mechanic	2	2	2	2	2	2
Administrative Assistant	1	1	1	1	1	1
Irrigation Technician	2	2	2	2	2	2
Equipment Operator A	-	-	-	-	-	1
Equipment Operator B	-	-	2	2	2	1
Maintenance Technician	-	-	1	1	1	1
Chemical Applicator	1	1	1	1	1	1
Groundskeeper	13	13	10	10	10	10
Program Total	22	22	22	22	22	22

Parks (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,279,996	1,184,479	1,281,645	1,281,645	1,147,627	1,417,167	-10%
Supplies & Services	664,350	480,689	605,633	626,283	471,921	601,219	-22%
City Internal Services	81,173	81,173	50,019	50,019	50,019	83,194	0%
Capital Lease	-	-	-	-	-	19,392	-
Capital Outlay	160,700	86,863	87,500	80,500	60,000	171,000	-31%
Program Total	\$2,186,219	\$1,833,204	\$2,024,797	\$2,038,447	\$1,729,567	\$2,291,972	-15%



Budget Highlights/Comments:

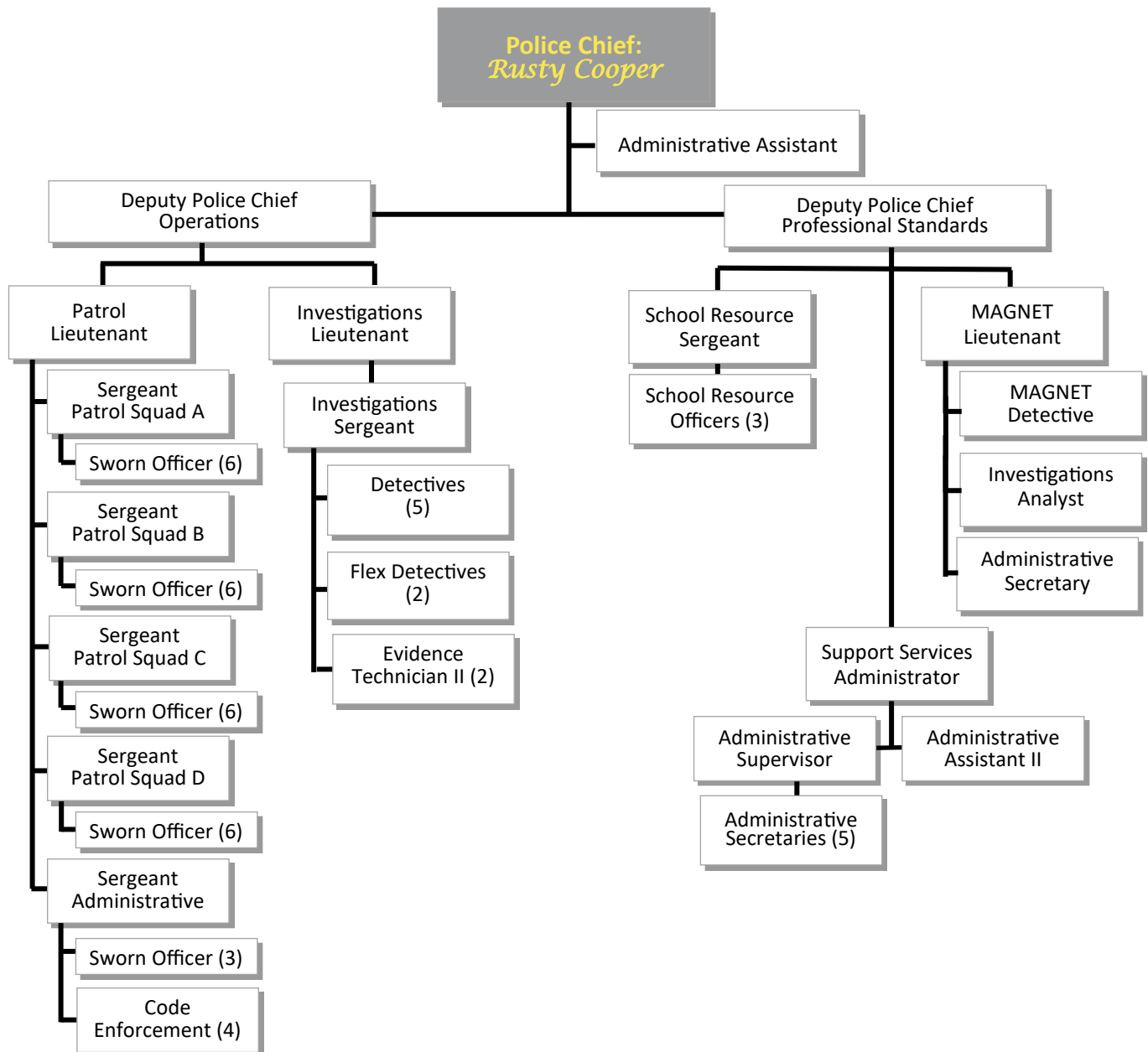
The adopted budget reflects a 13.2% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes in benefit elections. The Irrigation Technicians are being reclassified from a Grade 206 to a Grade 209. An Equipment Operator B (Grade 206) is being reclassified to an Equipment Operator A (Grade 209). The Groundskeepers are being reclassified from a Grade 202 to a Grade 203 due to minimum wage increases.
- ◆ Internal Services increased 66.3% as a result of building, information technology and insurance services budgets increasing.
- ◆ Capital Lease has been added due to two vehicle replacements and one additional vehicle.
- ◆ Capital Outlay reflects the purchase of a vibratory plow wire, jackhammer attachment, sidewinder mower, and heavy equipment trailer. Firefighters Park restroom repairs, sod and trees, and air conditioning replacement at the Community Center.

Police

Mission Statement:

To create a safer community by reducing crime, ensuring the safety of our residents and visitors, and building trust in partnership with the public .



Major Services and Responsibilities:

- Provide 24 hour response to all criminal complaints and calls for service while meeting or exceeding national response times
- Investigate all criminal complaints, traffic violations, accidents and code enforcement violations
- Maintain records of all complaints, investigations, accidents and calls for service
- Community relations/customer service while focusing on customer satisfaction

Police (cont.)

Strategic Plan Focus Areas



City Team Objective: Increase city beautification score on citizen survey

Department Action: Increase code enforcement contacts



City Team Objective: Continue seeking active/meaningful participation from community in stakeholders

Department Action: Include stakeholders in KPD strategic plan process

Division Goals	
FY21 Goals	FY21 Accomplishments
Successful completion of 1st abbreviated inspection for ALEAP	Was successfully Obtained.
Implementation of new Records Management System transition-	In process - Delayed by pandemic restrictions. Expected to be
Development of a comprehensive internal physical fitness and mental health wellness program	In process - developing peer support program; Development of KPD Officer Wellness Program to compliment City Wellness Program.
Creation of a supervisory development/mentoring program	In process.
FY22 Goals	
Implementation of new Records Management System transitioning from CAPERS	
Development of a comprehensive internal physical fitness and mental health wellness program	
Creation of a supervisory development/mentoring program	

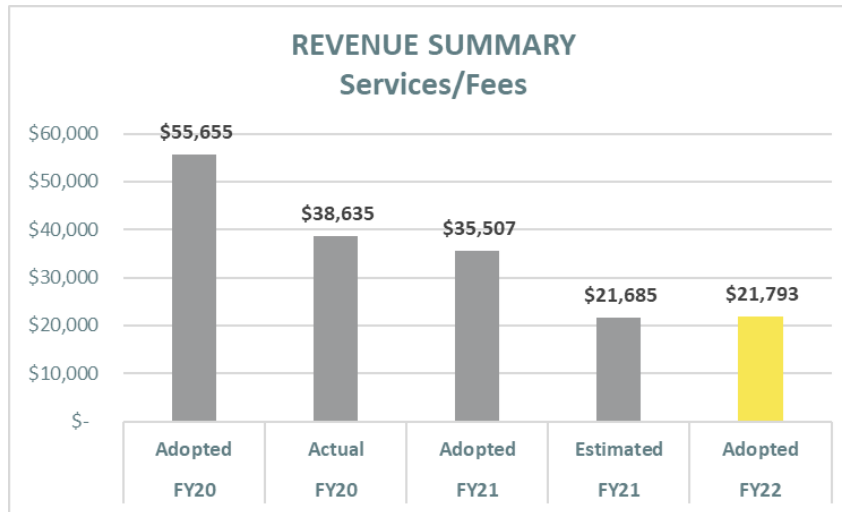
Police (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Police Chief	1	1	1	1	1	1	
Deputy Chief	2	2	2	2	2	2	
Lieutenant	3	3	3	3	3	3	
Support Services Administrator	1	1	1	1	1	1	
Sergeant	7	7	7	7	7	7	
Police Officer	43	41	41	41	41	41	
Administrative Supervisor	1	1	1	1	1	1	
Evidence Technician II	2	2	2	2	2	2	
Investigations Analyst	-	-	1	1	1	1	
Code Enforcement Officer	4	4	4	4	4	4	
Administrative Assistant II	-	-	-	-	-	1	
Administrative Assistant	2	2	1	1	1	1	
Administrative Secretary	5	5	5	5	5	6	
Program Total	71	69	69	69	69	71	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	7,871,917	6,605,084	7,935,606	7,935,606	6,771,638	6,438,162	-15%
Supplies & Services	1,072,550	710,225	1,067,486	1,000,911	911,231	1,199,557	-15%
City Internal Services	2,134,355	2,134,355	1,844,766	1,844,766	1,844,766	2,328,689	0%
PSPRS Unfunded Liability	1,549,061	2,091,472	-	-	-	-	-
Capital Lease	-	5	122,913	122,913	11,153	277,136	-91%
Capital Outlay	331,000	229,828	-	66,575	66,210	17,500	-
Program Total	\$12,958,883	\$11,700,969	\$10,970,771	\$10,970,771	\$9,604,998	\$10,261,044	-12%

Police (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

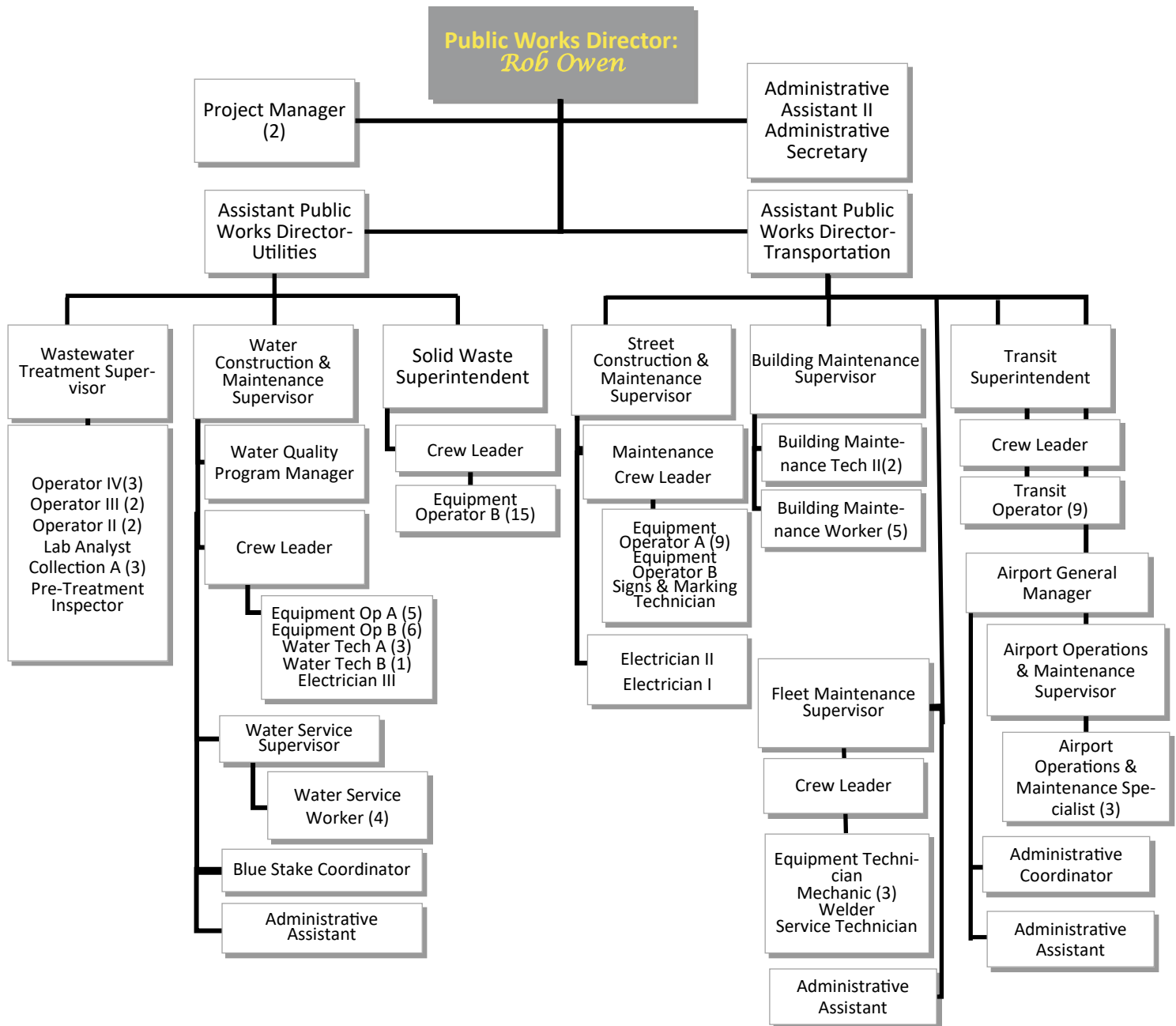
The adopted budget reflects a 6.5% decrease.

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. Additionally, PSPRS employer contribution rates will decline dramatically due to the financing of the PSPRS Police plan's unfunded liability. A full-time Administrative Assistant (Grade 206) and a full-time Administrative Secretary (Grade 204) for MAGNET operations have been added. Also, an Administrative Assistant (Grade 206) has been reclassified to an Administrative Assistant II (Grade 209).
- ◆ Supplies & Services increased 12.4% and is primarily due to higher travel and training costs, the addition of a wellness program, and fuel prices escalation.
- ◆ Internal Services increased 26.2% as a result of building, fleet, dispatch center, information technology and insurance services budgets increasing.
- ◆ Capital Lease increased due to the replacement of five vehicles and escalated upfitting costs.
- ◆ Capital Outlay reflects the purchase of an electronic key management system.

Public Works

Mission Statement:

To provide for the safe and efficient public services to the community, support for City of Kingman departments, and the best customer service possible.



Major Services and Responsibilities:

- Coordinates and manages service delivery of all divisions of Public Works including Water, Wastewater, Streets, Solid Waste, Transit, Fleet & Building Maintenance

Street Administration

Division Goals	
FY21 Goals	FY21 Accomplishments
Coordinate professional development activities with all divisions	Coordinated extensive web based training within all divisions in FY 21
Continue APWA self-assessment and accreditation program	APWA accreditation activity suspended through pandemic, will resume in FY 22
Utilize safety meetings, incident/accident meetings and the Gen-	Have promoted safety culture throughout department resulting
FY22 Goals	
Coordinate professional development activities with all divisions	
Continue APWA self-assessment and accreditation program	
Utilize safety meetings, incident/accident meetings and the General Safety Committee to promote a safety culture	

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Public Works Director	1	1	1	1	1	1	
Project Manager	2	2	2	2	2	2	
Administrative Assistant II	1	1	1	1	1	1	
Administrative Secretary	1	1	1	1	1	1	
Program Total	5	5	5	5	5	5	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	438,303	399,356	442,036	442,036	413,231	468,343	-7%
Supplies & Services	82,800	58,655	77,150	77,150	43,092	41,300	-44%
City Internal Services	28,604	28,604	31,707	31,707	31,707	76,388	0%
Capital Lease	-	-	-	-	-	7,366	-
Program Total	\$549,707	\$486,615	\$550,893	\$550,893	\$488,030	\$593,397	-11%

Budget Highlights/Comments:

The adopted budget reflects a 7.7% increase.

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections.
- ◆ Supplies & Services decreased by 46.5% due to the transfer of an asset maintenance program to the Street Operations budget.
- ◆ Internal Services increased 140.9% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects one additional vehicle.

Street Operations

Mission Statement:

To provide for the safe and efficient movement of traffic by providing a well maintained streets, sidewalks, and lighting system and provide the best customer service possible.

Major Services and Responsibilities:

- Maintain a safe and visually appealing transportation network for residents and visitors including 434 lane miles of asphalt, 19.5 miles of dirt roads, 900 street lights, and 24 traffic signals
- Pavement repair and preservation
- Street light operation and maintenance
- Weed abatement and cleanup
- Grading of dirt roads, shoulders, drainage facilities and alleys
- Traffic signals operation and maintenance
- Traffic signs and markings
- Street sweeping
- Drainage maintenance and repairs

Strategic Plan Focus Areas



City Team Objective: Complete street safety improvement projects to improve multi-modal safety

Department Action: Prioritize protective/permissive left turn movements at signalized intersections for budgeting and implementation



City Team Objective: Increase livability score on the citizen survey

Department Action: Establish sustainable street maintenance program

Division Goals	
FY21 Goals	FY21 Accomplishments
Utilize available preservation funds to complete crack seal and chip seal project	\$1.35 million in pavement preservation project will be completed by the end of the fiscal year including chip, fog seal, scrub seal and slurry.
Replacement of deficient signage as identified in FY21 sign in-	Sign inventory completed. Management method/system imple-
Traffic Signal Upgrades	Dual left turns at Andy Devine/Stockton Hill. Detection cameras at KRMC/Stockton Hill. Left turn evaluation/ prioritization project will be completed by the end of FY12.
Lighting LED conversions	130 street lights replaced with low energy use LED fixtures.
FY22 Goals	
Continue Pavement Preservation Efforts	
Upgrade Traffic Signal and Street Lighting	

Street Operations (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Assistant Public Works Director Transportation	1	1	1	1	1	1	
Street Construction & Maintenance Supervisor	1	1	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Electrician II	1	1	1	1	1	1	
Electrician	1	1	1	1	1	1	
Equipment Operator A	8	9	9	9	9	9	
Signs & Marking Technician	-	-	-	-	-	1	
Equipment Operator B	1	1	1	1	1	1	
Program Total	14	15	15	15	15	16	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,142,702	960,879	1,041,666	1,041,666	933,840	1,254,597	-10%
Supplies & Services	1,916,100	1,152,978	2,317,120	2,317,120	2,221,940	4,995,200	-4%
City Internal Services	487,025	487,025	255,647	255,647	255,647	439,313	0%
Capital Lease	-	-	128,221	128,221	24,228	80,981	-
Capital Outlay	970,000	177,906	135,000	135,000	149,000	295,000	10%
Program Total	\$4,515,827	\$2,778,788	\$3,877,654	\$3,877,654	\$3,584,655	\$7,065,091	-8%

Budget Highlights/Comments:

The adopted budget reflects an 82.2% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. One full-time Signs and Marking Technician (Grade 209) has been added.
- ◆ Supplies & Services increased 109.4% which is primarily due to an increase of \$2.5 million in pavement preservation spending.
- ◆ Internal Services increased 71.8% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects the replacement of two vehicles.
- ◆ Capital Outlay includes improvements to unpaved streets, sidewalk replacements, snow equipment, traffic signal detection cameras, and intersection upgrades.

Transit

Mission Statement:

To provide public transportation services which meet the needs of residents and visitors for safe mobility within the community.

Major Services and Responsibilities:

- Provide safe, friendly, courteous service on Kingman Area Regional Transit (KART)
- Respond to citizens' concerns by finding a resolution in a timely manner
- Purchase equipment and provide for its longevity with proper and consistent maintenance
- Review service as necessary to keep up with the growing needs of our citizens
- Ensure that service is maintained in an efficient and cost effective manner, affordable to the City

Strategic Plan Focus Areas



City Team Objective: Continue seeking active/meaningful participation from community in stakeholders

Department Action: Include stakeholders in plan for transit system growth

Division Goals	
FY21 Goals	FY21 Accomplishments
Increase Advertising Revenue	Worked with ED/Tourism on business recovery plan. No new advertisements were obtained.
Transit Plan Complete	Transit plan update will be complete by the end of FY21
Continue Active Public Outreach Program	Participated in the parade of lights but, other outreach opportunities were cancelled due to COVID-19.
Evaluate ridership activity and popular destinations to seek	This process is part of the Transit Update and will be complete
Incorporate all newly obtained training modules into our ongoing employee training program	Division specific training courses have been added to the training matrix. New employees receive full TAPTCO training at hire. Individual TAPTCO training modules are presented/repeated periodically for all transit employees.
FY22 Goals	
Plan for Transit System Growth	
Maintain Regulatory and Safety Training Program	

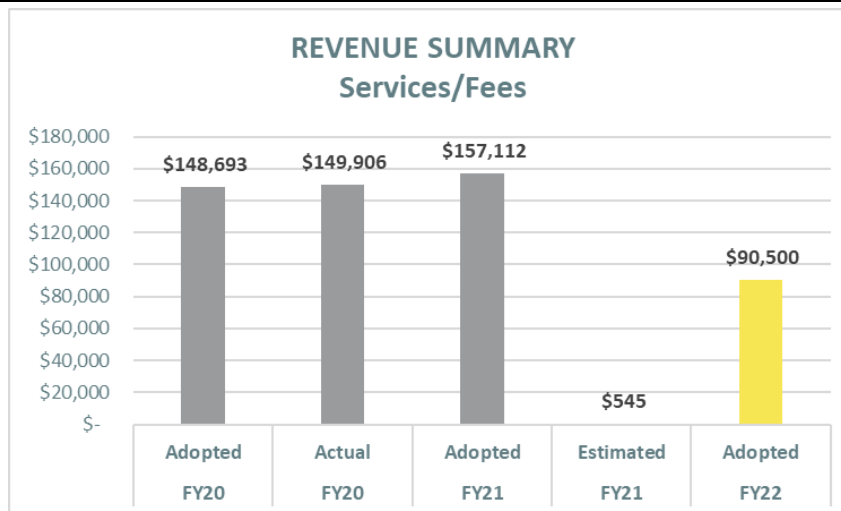
Resource Summary:

Authorized Positions						
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted
Transit Superintendent	1	1	1	1	1	1
Crew Leader	1	1	1	1	1	1
Transit Operator	9	9	9	9	9	9
Program Total	11	11	11	11	11	11

Transit (cont.)

Resource Summary (cont.):

Operating Budget Summary							
Transit Administration	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	149,193	148,304	149,752	149,752	146,613	155,848	-2%
Supplies & Services	184,400	22,350	38,350	38,350	20,295	37,550	-47%
City Internal Services	24,255	24,255	39,406	39,406	47,835	61,731	21%
Program Total	\$357,848	\$194,909	\$227,508	\$227,508	\$214,743	\$255,129	-6%
Operating Budget Summary							
Transit Operations	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	526,481	504,208	513,861	513,861	472,569	512,673	-8%
Supplies & Services	90,500	92,045	93,110	93,110	92,516	130,234	-1%
City Internal Services	70,931	70,931	102,471	102,471	94,042	152,237	-8%
Capital Outlay	33,000	5,498	-	-	-	68,680	-
Program Total	\$720,912	\$672,682	\$709,442	\$709,442	\$659,127	\$863,824	-7%



Budget Highlights/Comments:

The Transit Administration adopted budget reflects a 12.1% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021 and a 1.7% cost of living adjustment effective January 2022.
- ◆ Internal Services increased 56.7% as a result of building, information technology and insurance services budgets increasing.

The Transit Operations adopted budget reflects a 21.8% increase:

- ◆ Personnel costs reflect a 3% salary increase, 1.7% cost of living adjustment and any changes to benefit elections.
- ◆ Supplies & Services increased 39.9% due to the purchase of an automatic passenger counter and cameras and fuel prices escalation.
- ◆ Internal Services increased 48.6% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Outlay reflects the purchase of the City's 20% match requirement for two bus replacements.

Water Operations

Mission Statement:

The mission of the City of Kingman Water Department is to: 1) Provide the residences, businesses, and industries of Kingman with an adequate and continuous supply of quality potable water as economically as possible; and 2) To continue the highest level of customer service possible by educating not only our employees but our customers as well .

Major Services and Responsibilities:

- Provide a safe and dependable water supply for the City of Kingman's water service area
- Provide excellent customer service to the citizens of Kingman
- Upgrade and replace equipment at existing well sites, booster stations and related facilities
- Ensuring the water supply is in compliance with state and federal water quality standards
- Promote and teach water conservation to those within our community
- Maintain an up-to-date emergency response plan, emergency operations plan and vulnerability assessment program
- Administer the City of Kingman's backflow prevention program and utility marking services through the Arizona 811 program

Strategic Plan Focus Areas



City Team Objective: Increase livability score on the citizen survey

Department Action: Diversify water sources



City Team Objective: Implement Water Loss Control Program

Department Action: Implement Phase II of Water Loss Audit

Division Goals	
FY21 Goals	FY21 Accomplishments
Water Conservation and Drought Management Plan	Water Conservation Plan will be completed FY21, identified possible funding source for Drought Management Plan for FY22
Waterline Replacement Construction	Completed 5L Ranch Rd and Castlerock projects, Birdland area projects paused pending bond funding
Main Tank #1 Rehabilitation	Construction contract awarded, encountered material pricing increases
City Well #10 Construction	Construction contract awarded, addressing transmission main conflict with proposed Rancho Santa Fe Parkway drainage channel
Water Loss Audit	Audit completed, budget for phase 2 evaluation for FY22
FY22 Goals	
Reduce Non-Revenue Water	
Diversify Source Water Origin	

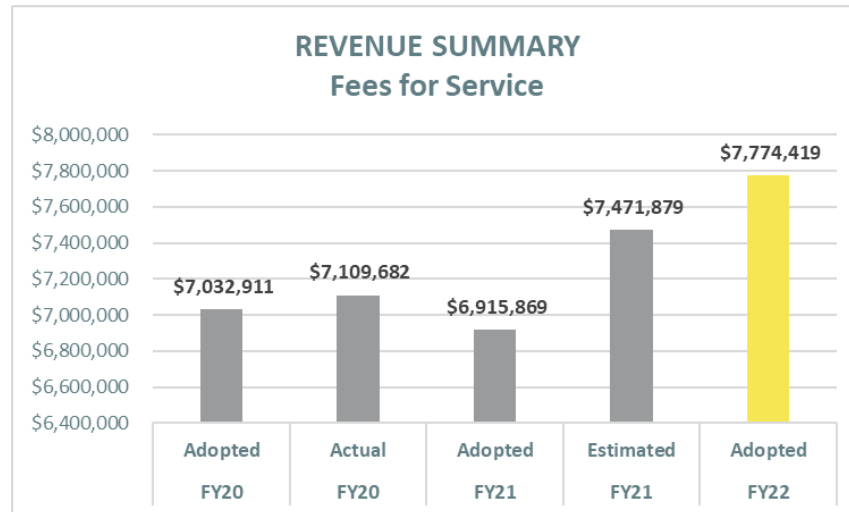
Water Operations (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Water Construction & Maintenance Supervisor	1	1	1	1	1	1	
Water Service Supervisor	1	1	1	1	1	1	
Electrician III	-	-	-	-	-	1	
Electrician II	1	1	1	1	1	-	
Water Quality Program Manager	1	1	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Fire Crew Leader	1	1	1	1	1	1	
Blue Stake Coordinator	1	1	1	1	1	1	
Equipment Op A	5	5	5	5	5	5	
Water Tech A	3	3	3	3	3	3	
Water Tech B	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Equipment Op B	6	6	6	6	6	6	
Water Service Worker	4	4	4	4	4	4	
Fire Maintenance Worker	2	2	2	2	2	2	
Program Total	29	29	29	29	29	29	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	2,042,209	1,825,415	2,075,915	2,075,915	1,940,233	2,148,295	-7%
Supplies & Services	2,686,000	2,089,802	2,775,868	2,747,509	2,101,324	2,860,540	-24%
City Internal Services	398,701	398,701	250,251	250,251	250,251	377,654	0%
Capital Lease	-	9	95,409	95,409	34,797	130,501	-64%
Capital Outlay	535,000	370,771	300,000	328,359	19,350	405,000	-94%
Program Total	\$5,661,910	\$4,684,698	\$5,497,443	\$5,497,443	\$4,345,955	\$5,921,9900	-21%

Water Operations (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 7.7% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. The Electrician II (Grade 212) is being reclassified to an Electrician III (Grade 215). The Fire Hydrant Maintenance Workers are being reclassified from a Grade 202 to a Grade 203 due to minimum wage increases.
- ◆ Internal Services increased 50.9% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects one vehicle replacement and one additional vehicle.
- ◆ Capital Outlay reflects the purchase of pressure reducing valves, Castlerock pump station computer upgrades, compact excavator, a 6-yard dump truck, and a trailer mounted vac excavation unit that was ordered in FY2020-21 but won't be delivered until FY2021-22.

Wastewater Operations

Mission Statement:

To provide the safest, most effective and economical methods for wastewater collection, treatment, and control for residential, commercial, and industrial users. To provide responsive customer service, which includes providing appropriate and timely public information. To encourage and administer continuous training and education for wastewater operators and technicians. To work in cooperation with other city departments, state, county and federal agencies.

Major Services and Responsibilities:

- Utilize changing technology to enhance the way we treat wastewater
- Provide treated effluent that's cleaner & viable to recharge & reclamation
- Provide a renewable, sustainable, treatment resource to facilitate groundwater aquifer recharge & reclaimed alternatives for industrial processes
- Wastewater is committed to maintaining conveyance & treatment industry standards to enhance our response to customer's needs, & explore alternative delivery methods to maintain consumer confidence
- Meet growing needs with system expansion to accommodate customer connections

Strategic Plan Focus Areas



City Team Objective: Establish Reclaimed Water Program

Department Action: Establish Reclaimed Water Re-use Program (Purple Pipe Program downtown)



City Team Objective: Establish Reclaimed Water Program

Department Action: Construction of Hilltop Injection Well

Division Goals	
FY21 Goals	FY21 Accomplishments
Hilltop Injection Well Completion	Design complete FY 21, ADEQ permitting in process
Downtown Outfall Line Realignment Design and Construction	Design complete FY 21, construction financing for FY 22 being finalized.
Stormwater Infiltration and Inflow Mitigation	Eighteen manholes rehabilitated, others identified for FY 22
Treatment Plant Equipment Upgrades	Downtown Treatment Plant Membrane Bio-Reactor filters ordered FY21, Hilltop polishing pond effluent pumps replaced
Treatment Plant Software Upgrades	Servers and desktops ordered for Downtown Treatment Plant
FY22 Goals	
Establish Reclaimed Water Re-Use Program	
Conduct Proactive Wastewater Infrastructure Maintenance Program	

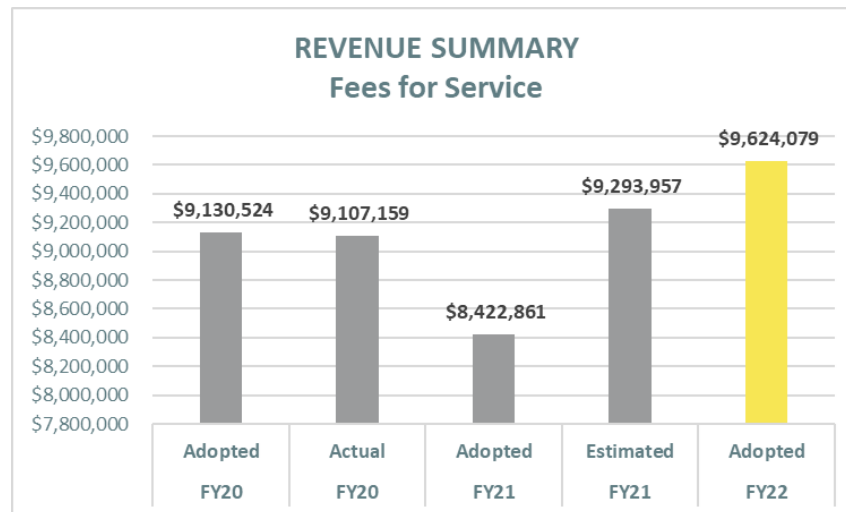
Wastewater Operations (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Assistant Public Works Director-Utilities	1	1	1	1	1	1	
Wastewater Treatment Operations Supervisor	1	1	1	1	1	1	
Wastewater Treatment Plant Operator IV	3	3	3	3	3	3	
Wastewater Treatment Plant Operator III	2	2	2	2	2	2	
Crew Leader	1	1	1	1	1	1	
Lab Analyst	1	1	1	1	1	1	
Pre-Treatment Inspector	1	1	1	1	1	1	
Wastewater Treatment Plant Operator II	2	2	2	2	2	2	
Wastewater Collections A	3	3	3	3	3	3	
Program Total	15	15	15	15	15	15	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,356,195	1,064,247	1,358,588	1,358,588	1,151,840	1,395,832	-15%
Supplies & Services	1,655,200	920,640	1,739,235	1,739,235	1,006,980	1,589,200	-42%
City Internal Services	113,607	113,607	107,747	107,747	107,747	191,899	0%
Capital Lease	-	-	45,522	45,522	7,651	121,830	-83%
Capital Outlay	675,000	63,185	350,000	350,000	-	450,000	-
Program Total	\$3,800,002	\$2,161,679	\$3,601,092	\$3,601,092	\$2,274,218	\$3,748,761	-37%

Wastewater Operations (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 4.1% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections.
- ◆ Supplies & Services decreased 8.6% due to a reduction in consulting services and a reduction in sampling, several types of supplies and infrastructure repair and maintenance to better reflect historical spending,
- ◆ Internal Services increased 78.1% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects two replacement vehicles and one additional vehicle.
- ◆ Capital Outlay reflects the purchase of the SCADA system license renewal and equipment upgrades, a wood chipper and a dump truck that was ordered in FY2020-21 but won't be delivered until FY2021-22.

Solid Waste

Mission Statement:

To provide the best possible service to the City of Kingman solid waste residents, and keep the City as clean as possible with the effective use of equipment and manpower. To work in conjunction with other City departments, state, and county agencies.

Major Services and Responsibilities:

- Rotate fleet with newer trucks to reduce cost of repairs
- Provide our employees with all the PPE to keep them safe, to continue to offer safety education training
- Make purchases within our set budget for that year
- Continue to work with the Arizona prison inmate program
- Continue to monitor the unstable commodities market for recycling program feasibility

Strategic Plan Focus Areas



City Team Objective: Increase livability score on the citizen survey

Department Action: Conduct annual review of commodities market and recycling program feasibility



City Team Objective: Increase livability score on the citizen survey

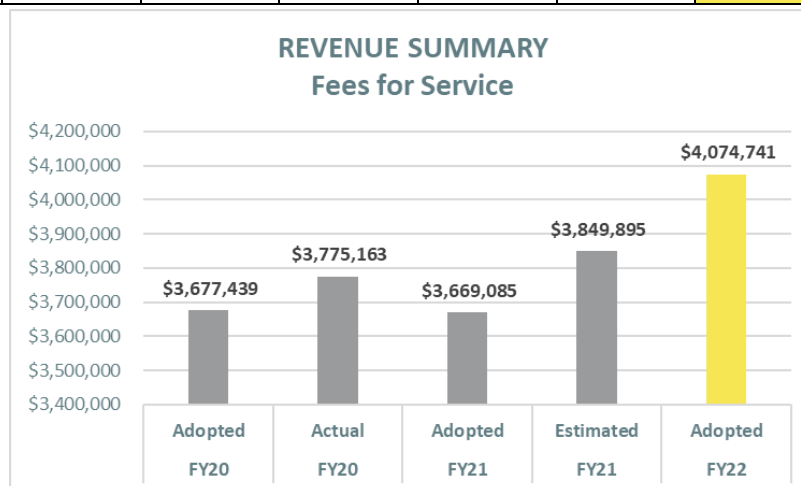
Department Action: Create a community volunteer service program and hold quarterly cleanups

Division Goals	
FY21 Goals	FY21 Accomplishments
Implement public works inmate program	Program suspended due to pandemic
Continue public outreach	Completed Solid Waste Rate Study Survey, distributing rate change informational flyer, producing program video
Re-organize routing to better assist our customers and costs	Adjusted Camelback route to accommodate growth
FY22 Goals	
Compete and Implement Recommendations of Solid Waste Rate Study Analysis	
Continue to Work with Clean City Commission	

Solid Waste (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Solid Waste Superintendent	1	1	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Equipment Operator B	17	17	15	15	15	15	
Program Total	19	19	17	17	17	17	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	1,282,224	1,166,116	1,062,029	1,062,029	1,019,622	1,146,449	-4%
Supplies & Services	1,544,500	1,223,221	1,434,042	1,434,042	1,252,537	1,460,173	-13%
City Internal Services	749,577	749,577	413,457	413,457	413,457	574,510	0%
Capital Lease	-	-	204,000	204,000	-	431,600	-
Capital Outlay	20,000	-	72,000	72,000	50,000	20,000	-31%
Program Total	\$3,596,301	\$3,138,914	\$3,185,528	\$3,185,528	\$2,735,616	\$3,632,732	-14%



Budget Highlights/Comments:

The adopted budget reflects a 14.0% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections.
- ◆ Supplies & Services increased 1.8% due to having to use temporary labor instead of inmate labor and fuel prices escalation. A reduction in landfill costs to better align with historical spending offsets the increases.
- ◆ Internal Services increased 39.0% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects the replacement of six solid waste trucks and one operations vehicle replacement.
- ◆ Capital Outlay reflects the addition of a work shed.

Airport

Mission Statement:

Operate a professionally managed, high quality municipal airport which serves its users and the community with excellent, friendly service

Major Services and Responsibilities:

- Provide an excellent facility for the National Aviation Transportation System
- Provide an attractive front door to the City of Kingman and facilities for business and tourist visitors
- Provide area business and resident users of the Kingman Airport with ramp and storage facilities at competitive prices
- Provide support for aviation related businesses on the airport
- Promote the recreational and educational aspects of aviation (examples: viewing area with picnic grounds, tune your radio to listen to airport activities, airshows, airport open houses, obstacle course, ACE (FAA Aviation Career Education) camp for kids, winch-launch for gliders, etc.)
- Operate Kingman Airport without using City of Kingman general fund revenues
- Comply with Federal transfer agreement provisions and FAA grant assurances

Strategic Plan Focus Areas



City Team Objective: Establish design standards for phase II of the industrial Park

Department Action: Develop Covenants, Conditions & Restrictions



City Team Objective: Increase economic development score on citizen survey

Department Action: Provide quarterly statistics on plane storage, fuel sales, new aviation square foot space created

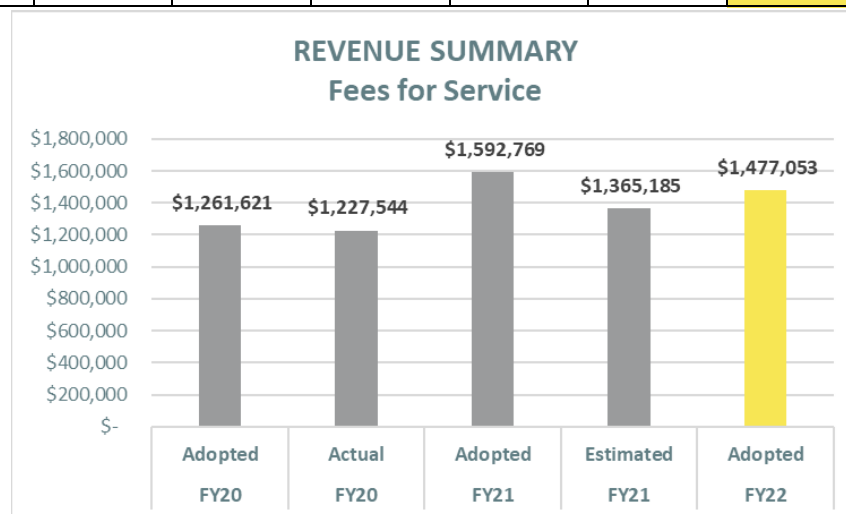
Division Goals	
FY21 Goals	FY21 Accomplishments
Continue effective competition for additional non-city grant obligations to improve airport to approximate value of \$1,570,620	In FY 21 we have completed the runway rehabilitation grant project- FAA Grant over \$2.5M. Received Taxiway B Phase I Construction Grant- ADOT Grant over \$1.25M - Awaiting drainage study grant - FAA over \$175K
Continue effective positive bridge building with stakeholders to improve airport	Development of new Airport and Industrial Park Commission. Improved notification and information delivery process with airport users. Revitalized partnership with FBO new owners.
A low cost, plan/construct over one mile of taxilanes to enhance storage of aircraft and enhance airport revenues	Taxiway improvements are ongoing with maintenance to T/W C, rehab of T/W B, upcoming rehab of T/W D. Taxilane projects in future ACIP grant program.
FY22 Goals	
Continue effective competition for additional non-city grant obligations to improve airport	
Continue effective positive bridge building with stakeholders to improve airport	

Airport (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Airport General Manager	1	1	1	1	1	1	
Administrative Coordinator	1	1	1	1	1	1	
Airport Operations & Maintenance Supervisor	1	1	1	1	1	1	
Airport Operations & Maintenance Specialist	2	2	2	2	2	3	
Administrative Assistant	1	1	1	1	1	1	
Program Total	6	6	6	6	6	7	

Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	411,884	409,617	410,573	410,573	293,133	512,950	-29%
Supplies & Services	1,957,910	263,681	834,915	428,975	419,191	827,850	-50%
City Internal Services	141,866	141,866	76,903	76,903	76,903	106,662	0%
Capital Lease	-	768	6,719	6,719	31,000	57,500	-
Capital Outlay	125,000	43,236	87,000	57,000	6,381	6,372	-93%
Program Total	\$2,636,660	859,168	\$1,416,110	\$980,170	\$826,608	\$1,511,334	-42%



Budget Highlights/Comments:

The adopted budget reflects a **6.7%** increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. A full-time Operations & Maintenance Specialist (Grade 209) is included.
- ◆ Internal Services increased 38.7% as a result of building, fleet, information technology and insurance services budgets increasing.
- ◆ Capital Outlay reflects the purchase of airfield lighting equipment, a utility trailer, paint striping materials and equipment, and hangar electrical upgrades.

Fleet Services

Mission Statement:

To provide accurate and efficient maintenance and repair of vehicles for Engineering, Water, Sewer, Streets, Facilities and Grounds, Solid Waste, Inspection, Regional Transit, and Public Safety vehicles including Police & Fire.

Major Services and Responsibilities:

- Maintain, repair and refurbish City vehicles, trucks, heavy, and small equipment
- Preventive maintenance and repair of heavy equipment during snow, ice and other emergencies
- Maintain inventory of parts and fluids for normal and emergency repairs to vehicles
- Provide for scheduled and non-scheduled repairs to City vehicles
- Provide for annual State inspections on vehicles
- Maintain and monitor the fuel systems for usage by City vehicles

Strategic Plan Focus Areas



City Team Objective: Improve current fleet fuel efficiency through replacement, maintenance, and education

Department Action: Utilize mileage tracking and fleet management program to achieve 90% preventative maintenance compliance



City Team Objective: Improve current fleet fuel efficiency through replacement, maintenance, and education

Department Action: Work with department heads to educate employees on driving behaviors, idle time, car-pooling, etc.

Division Goals	
FY21 Goals	FY21 Accomplishments
Develop fleet replacement program	Utilization of leasing and financing options have increased the number of fleet replacements. Will continue to improve fleet management tracking to plan, prioritize and budget fleet replacements.
Develop fleet SOP and Policy Manual	Fleet maintenance budgeting and fleet replacement policy adopted FY21.
Fleet Management Benchmarking	Working with Fleet consultant to establish fleet services needs and priorities. Goal is to have phase 1 complete by the end of FY21.
FY22 Goals	
Management System Upgrades and Integration	
Fleet Modernization	

Fleet Services (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Construction & Maintenance Supervisor	1	1	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Fleet Technician	-	-	-	-	-	1	
Equipment Mechanic	3	3	3	3	3	3	
Service Technician	-	-	-	-	-	1	
Welder	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Program Total	7	7	7	7	7	9	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	505,571	415,478	493,400	493,400	456,365	659,235	-8%
Supplies & Services	1,046,500	886,738	946,277	946,277	904,714	1,053,900	-4%
City Internal Services	99,306	99,306	113,722	113,722	113,722	191,580	0%
Capital Lease	-	-	-	-	-	25,520	-
Capital Outlay	53,000	5,639	100,000	100,000	55,000	100,000	-
Program Total	\$1,704,377	\$1,407,161	\$1,653,399	\$1,653,399	\$1,529,801	\$2,030,235	-7%

Budget Highlights/Comments:

The adopted budget reflects a 22.8% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. A full-time Fleet Technician (Grade 210) and a full-time Service Technician (206) are included.
- ◆ Supplies & Services increased 11.4% due to additional consulting services, replacement of temporary labor for inmate labor, adding a vocational/WEX placement program, increased technical labor, and diesel generator transponders.
- ◆ Internal Services increased 68.5% as a result of building, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects one vehicle replacement.
- ◆ Capital Outlay reflects the purchase of a tire machine, air compressor, canopy and overhead doors. These were budgeted in FY2020-21 but were unable to be ordered due to pandemic related manufacturing delays.

Building Maintenance

Mission Statement:

Provide and maintain safe and clean city buildings, equipment and other facilities for the safety and quality of life to the community.

Major Services and Responsibilities:

- Provide outstanding customer service by maintaining and cleaning city facilities
- Identify and repair any safety related issues as soon as possible
- Safety related issues are considered our top priority
- Remodeling and maintenance projects such as painting, rebuilding or reconfiguring the city's buildings to promote more efficient work spaces, reduction of utility costs, and to perform maintenance tasks on a regular basis in an attempt to avoid major repairs in the future
- Responsible for the water and sewer systems, between the meter and the sewer main, at all city buildings
- Building Maintenance Workers are primarily responsible for cleaning; however, they are also responsible for monitoring and maintaining the designated records storage area at the 911 Dispatch Center/City Attorney's Office and delivering paper goods to various departments.
- Helping to maintain the grounds at Engineering, the 911 Dispatch Center/City Attorney's Office, the Powerhouse, KFD, KPD and all of Public Works

Strategic Plan Focus Areas



City Team Objective: Utilize building inspection program to determine building safety and efficiency projects

Department Action: Upgrade high age/high energy use HVAC units



City Team Objective: Utilize building inspection program to determine building safety and efficiency projects

Department Action: Installation of backup generators for emergency usage at PD, PW, and Fuel Station

Division Goals	
FY21 Goals	FY21 Accomplishments
Roofing Projects	Completed 2 roofing maintenance projects. Implemented roof inspection/rating program to plan, prioritize and budget roof maintenance projects.
Public Works Conference Room	This project was placed on hold due to COVID-19 budget.
HVAC Upgrades	Multiple HVAC upgrades and replacements completed. Periodic/seasonal inspections program implemented to maximize life of units and prioritize replacements.
Develop building maintenance SOP and Policy Manual	
FY22 Goals	
Continue COVID Related Cleaning	
Refine Preventative Maintenance Program	

Building Maintenance (cont.)

Resource Summary:

Authorized Positions							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	
Building Construction and Maintenance Supervisor	1	1	1	1	1	1	
Building Maintenance Technician II	-	-	2	2	2	2	
Building Maintenance Technician	2	2	-	-	-	-	
Facilities Custodian	4	4	4	4	4	5	
Program Total	7	7	7	7	7	8	
Operating Budget Summary							
	FY20 Adopted	FY20 Actual	FY21 Adopted	FY21 Revised	FY21 Estimated	FY22 Adopted	FY21 Variance to Budget
Personnel	435,849	361,797	456,770	456,770	336,868	513,912	-26%
Supplies & Services	476,950	421,073	572,100	572,100	564,003	1,018,350	-1%
City Internal Services	12,382	12,382	28,282	28,282	28,282	48,355	0%
Capital Lease	-	734	26,675	26,675	12,839	49,769	-
Capital Outlay	242,500	184,849	95,000	95,000	95,000	125,000	0%
Program Total	\$1,167,681	\$980,835	\$1,178,827	\$1,178,827	\$1,036,992	\$1,755,386	-12%

Budget Highlights/Comments:

The adopted budget reflects a 48.9% increase:

- ◆ Personnel costs reflect a 3% salary increase effective July 2021, a 1.7% cost of living adjustment effective January 2022, and any changes to benefit elections. A full-time Facilities Custodian is included. All Facilities Custodians (Grade 202) are being reclassified to a Grade 203 due to minimum wage increases.
- ◆ Supplies & Services increased 78% almost entirely due to the following one-time non-CIP building improvement projects: fencing at Public Works, energy reduction upgrades, roofing repairs, Law Library remodel, City Attorney building's entrance door replacement, Engineering flooring and paint upgrades, Human Resources flooring upgrades, remodel a room in the Dispatch basement to accommodate for additional storage space, I.T. server room improvements, and the addition of an office at the Police building. Other notable increases are due to seal coating at the Powerhouse, Depot and City Attorney parking lots.
- ◆ Internal Services increased 71.0% as a result of fleet, information technology and insurance services budgets increasing.
- ◆ Capital Lease reflects three vehicle replacements.
- ◆ Capital Outlay reflects the replacement of several air conditioning units.

Capital Improvement Projects

Capital Project Summary

Capital Project Worksheets

Facilities/Equipment/Systems

Parks & Recreation

Public Safety

Streets

Airport

Solid Waste

Stormwater

Wastewater

Water

Future Project List



Five-Year CIP Summary

With citizen input, the City of Kingman will plan for sustainable infrastructure improvements that strengthen economic viability and livability, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets in a cost-effective and safe manner.

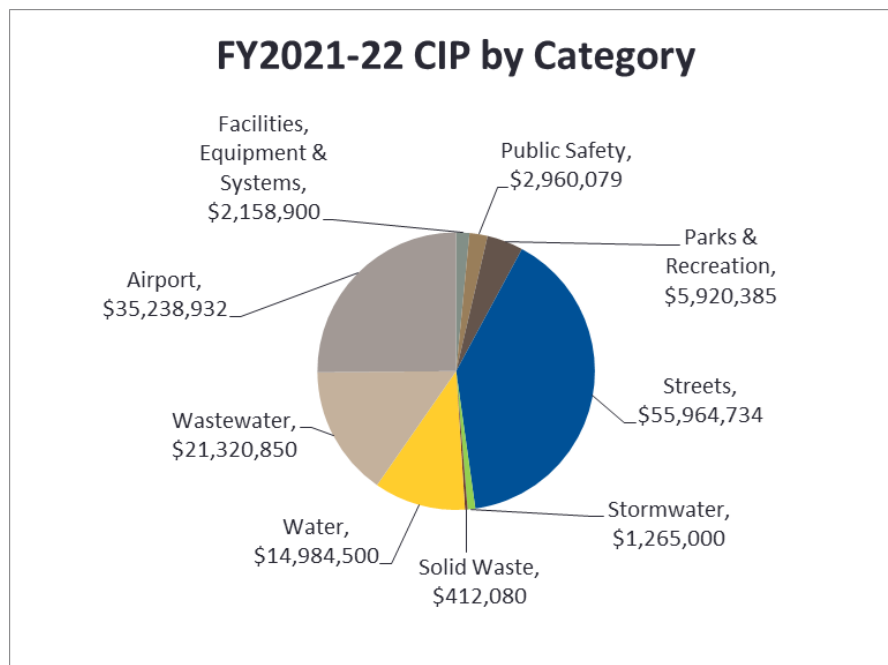
The capital budget process determines which major projects will be financed and constructed. Capital projects are those with high monetary value (typically more than \$50,000) that add to the capital assets or infrastructure of the City. These projects are long-term in nature (more than one year) and are generally paid for with cash reserves or financed on a long-term basis.

Funding for capital projects is appropriated annually. However, due to the fact that these projects are rarely completed within the fiscal year, carry-forwards are budgeted to cover purchase orders that remain open at the end of the fiscal year and for projects that were not expended or encumbered by fiscal year end.

During the annual budget cycle, the City of Kingman prepares a five-year capital improvement plan (CIP) budget. The CIP shown in this budget document provides estimates for the fiscal years ranging from FY2021-22 through FY2025-26.

The FY2021-22 CIP is balanced including the use of revenues, cash reserves, transfers, grants, and debt proceeds. Future year projects are funded based on the current fiscal year's resources and projections. If the anticipated resources or projections change, funding for future projects will need to re-evaluated.

The City of Kingman's CIP for FY2021-22 amounts to \$140,225,460 with the FY2021-22 through FY2025-26 CIP totaling \$237,100,146.



A summary of the five-year CIP follows. Projects that are funded utilizing grants or contributions, either in entirety or partially, are highlighted in **gray**.

Details of the capital projects included in the FY2021-22 through FY2025-26 CIP are presented after the summary. The detailed section identifies grant funding in **Red** font and contributions funding in **Blue** font.

Five Year Capital Improvement Plan

CAPITAL IMPROVEMENT PROPOSALS FY22-26						
PROJECT DESCRIPTION	FY22	FY23	FY24	FY25	FY26	5 YEAR TOTAL
FACILITIES/EQUIPMENT/SYSTEMS						
Branding, Beautification and Signage	325,000	100,000	100,000	100,000	100,000	725,000
City Hall HVAC	127,500					127,500
Electric Car Museum	950,000		1,950,000			2,900,000
KART Buses	343,400	175,100	178,600	182,200	185,800	1,065,100
Powerhouse Conference Room	73,000					73,000
Project Management Platform	150,000					150,000
Public Works Generator	140,000					140,000
Route 66 Drive Thru Shield	50,000					50,000
TOTAL FACILITIES/EQUIPMENT/SYSTEMS	\$ 2,158,900	\$ 275,100	\$ 2,228,600	\$ 282,200	\$ 285,800	\$ 5,230,600
PARKS & RECREATION PROJECTS						
Centennial Park Court Lighting	382,000					382,000
Centennial Park Field 5 Lighting	325,000					325,000
Golf Cart Fleet Replacement	50,000	50,000	50,000	50,000	50,000	250,000
Ice Rink	350,000					350,000
Pickle Ball Courts		100,000				100,000
Playground Equipment	150,000	150,000	150,000	150,000	150,000	750,000
Recreation Center			540,000	11,460,000		12,000,000
Sunbelt Sports Park	4,513,385	1,773,509				6,286,894
Trail Development and Enhancement	50,000	50,000	50,000	50,000	50,000	250,000
White Cliffs Trail	100,000					100,000
TOTAL PARKS & RECREATION	\$ 5,920,385	\$ 2,123,509	\$ 790,000	\$ 11,710,000	\$ 250,000	\$ 20,793,894
PUBLIC SAFETY						
Police						
KPD Block Wall	66,000					66,000
KPD Exterior Facility Maintenance	157,000					157,000
KPD Generator	140,000					140,000
KPD Training Room/EOC Retrofit	68,000					68,000
Fire						
Apparatus Quint	1,106,856					1,106,856
Apparatus Replacement			800,000	783,000		1,583,000
Fire Admin Remodel	160,000					160,000
Fire Station #1 Remodel	275,000					275,000
Fire Station #2 Training Area	206,450					206,450
Fire Station #3 Addition/Remodel	206,000					206,000
Fire Station #4 Remodel	155,000					155,000
Fire Station #5 Construction					4,500,000	4,500,000
Fire Station #5 Quint					1,600,000	1,600,000
Self Contained Breathing Apparatus				500,000		500,000
Type 6 Wildland Vehicle		130,000			130,000	260,000
Dispatch						
Computer Aided Dispatch	329,773					329,773
Priority Dispatch Emergency Fire Software	90,000					90,000
TOTAL PUBLIC SAFETY	\$ 2,960,079	\$ 130,000	\$ 800,000	\$ 1,283,000	\$ 6,230,000	\$ 11,403,079
STREET PROJECTS						
I-11 Airway Ave-Prospector St to Rancho Santa Fe Pky	5,735,000					5,735,000
I-11 Kingman Crossing Blvd-Southern to I40	6,890,000					6,890,000
I-11 Rancho Santa Fe Parkway TI	33,596,215	13,221,600				46,817,815
ADA Improvements	801,740		750,000		750,000	2,301,740
Downtown Streetscape	3,447,082	3,700,000				7,147,082
Eastern Street Improvements - Airway to Calumet	250,750	3,719,066				3,969,816
HSIP Six Road Safety Project	210,000	234,000				444,000
HSIP Stockton Hill Rd Safety Corridor	583,947					583,947
I-40 Traffic Interchange Landscaping	250,000	150,000	150,000	150,000	150,000	850,000
Lighting Power Upgrades	150,000	150,000	150,000	150,000		600,000
Pavement Preservation	3,700,000	3,224,000	3,248,480	3,273,450	3,298,919	16,744,849
Snow Equipment	100,000					100,000
Transportation Masterplan	250,000					250,000
TOTAL STREET IMPROVEMENTS	\$ 55,964,734	\$ 24,398,666	\$ 4,298,480	\$ 3,573,450	\$ 4,198,919	\$ 92,434,249

Five Year Capital Improvement Plan (cont.)

PROJECT DESCRIPTION	FY22	FY23	FY24	FY25	FY26	5 YEAR TOTAL
AIRPORT						
3 Industrial Park Roads	225,000	650,000				875,000
Airport Airside Drainage Study	185,000					185,000
Airport Berm Maintenance	267,000					267,000
Airport Terminal Drainage Improvements	85,000					85,000
Covered Tie Downs	200,000					200,000
Dross Site Cleanup	30,000,000					30,000,000
Dross Site Overlay		2,300,000				2,300,000
Environmental Cleanup 16Ac	300,000					300,000
Land Release & Master Plan	250,000					250,000
PAPI Replacement	500,000					500,000
Security Fence Relocation Phase II	135,000					135,000
Security Gates Upgrade				1,250,000		1,250,000
Taxilane Foxtrot Reconstruct Design				125,000		125,000
Taxiway B Design & Construction	2,591,932					2,591,932
Taxiway D Design & Construction	500,000	5,220,000				5,720,000
Transient Apron Reconstruction		2,250,000				2,250,000
TOTAL AIRPORT	\$ 35,238,932	\$ 10,420,000	\$ -	\$ 1,375,000	\$ -	\$ 47,033,932
SOLID WASTE						
Solid Waste Truck Replacement	412,080	624,322	696,484	770,089	845,167	3,348,142
TOTAL SOLID WASTE	\$ 412,080	\$ 624,322	\$ 696,484	\$ 770,089	\$ 845,167	\$ 3,348,142
STORMWATER						
Airway Avenue Drainage Improvements	1,250,000	1,250,000				2,500,000
Bull Mountain Interim Channel Improvements				325,000		325,000
Hillcrest Drainage Improvement		150,000	300,000			450,000
Stormwater Rate Study	15,000					15,000
TOTAL STORMWATER	\$ 1,265,000	\$ 1,400,000	\$ 300,000	\$ 325,000	\$ -	\$ 3,290,000
WASTEWATER						
Chestnut Sewer Line Relocation Phase II	105,800					105,800
Chloride St. Sewer Line Replacement	91,350					91,350
Diagonal Wash Interceptor	2,275,000					2,275,000
Downtown Plant Membrane Cartridge Replacement	650,000					650,000
Downtown Sewer Outfall Line Relocation	14,853,700					14,853,700
Dump Truck	165,000					165,000
Goldroad Avenue Sewer Replacement	200,000					200,000
Hilltop Plant Grit Removal Upgrade	80,000	500,000				580,000
Reclaimed Water Recharge Well	1,500,000					1,500,000
Sewer Extension Capital Projects	650,000	650,000	650,000	650,000	650,000	3,250,000
System Repair & Replacement	600,000	600,000	600,000	600,000	600,000	3,000,000
Wood Chipper	150,000					150,000
TOTAL WASTEWATER	\$ 21,320,850	\$ 1,750,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 26,820,850
WATER						
Automated Meter Reading	300,000	620,000	300,000	300,000	300,000	1,820,000
City Well 10 Pump & Motor	2,750,000					2,750,000
Compact Backhoe/Loader	70,000					70,000
Distribution Lines	1,800,000	1,300,000	500,000	500,000	500,000	4,600,000
Drought Contingency Plan	300,000					300,000
Dry Well Installation	350,000	350,000	350,000	350,000	350,000	1,750,000
Dump Truck	100,000					100,000
Hydro Excavation Trailer	210,000					210,000
Main Tank #4 Restoration	1,400,000					1,400,000
Main Tanks 24" D.I. Transmission-Phase II	1,879,500					1,879,500
Northridge Storage Tank	225,000		3,690,900			3,915,900
Pumping Equipment	200,000	100,000	100,000	100,000	100,000	600,000
Purple Pipe Distribution System	320,000					320,000
Santa Rosa Transmission Line	4,050,000					4,050,000
SCADA Panel and Software Upgrade	150,000	150,000	150,000	150,000	150,000	750,000
Storage Tank Inspection	100,000	100,000	50,000	50,000		300,000
Surge Tanks	230,000					230,000
Walleck Ranch Distribution Improvements			64,000	361,000		425,000
Water Line Leak Detection	75,000	75,000				150,000
Water System Loss Audit	100,000	50,000				150,000
Well Site Evaluation	375,000	300,000	300,000			975,000
TOTAL WATER	\$ 14,984,500	\$ 3,045,000	\$ 5,504,900	\$ 1,811,000	\$ 1,400,000	\$ 26,745,400
TOTAL ALL PROJECTS	\$ 140,225,460	\$ 44,166,597	\$ 15,868,464	\$ 22,379,739	\$ 14,459,886	\$ 237,100,146

Facilities/Equipment/Systems Projects

PROJECT TITLE: Branding, Beautification and Signage

PROJECT DESCRIPTION: Create and improve streetscapes and landscaping in key focus areas throughout the City utilizing community branding. Strategically place monument signs at city entrance and exit points. Beautification at the I-11/US-93 intersection (once built). Including a banner program for high traffic areas.

PROJECT JUSTIFICATION: To create a positive aesthetic that attracts and welcomes visitors and improves the quality of life for residents. The Chamber of Commerce is contributing \$17,000 to this project.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	325,000	400,000	725,000		
TOTAL	\$ 325,000	\$ 400,000	\$ 725,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	325,000	400,000	725,000	Revenues	-
	-	-	-		
TOTAL	\$ 325,000	\$ 400,000	\$ 725,000	TOTAL	\$ -

PROJECT TITLE: City Hall HVAC

PROJECT DESCRIPTION: Replacement of Six HVAC units at City Hall.

PROJECT JUSTIFICATION: The HVAC units that operate most of the complex have outlived their service life. The units are inefficient and overdue for replacement. The potential for a failure is high due to age. Additional work for duct/building controls upgrades is included.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	7,500	-	7,500	Utilities and Maintenance Costs	-
Construction/Maintenance	120,000	-	120,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 127,500	\$ -	\$ 127,500	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	127,500	-	127,500	Revenues	-
	-	-	-		
TOTAL	\$ 127,500	\$ -	\$ 127,500	TOTAL	\$ -

Facilities/Equipment/Systems Projects (cont.)

PROJECT TITLE: Electric Car Museum

PROJECT DESCRIPTION: Kingman currently operates a Electric Vehicle Museum in the Powerhouse with 30 EVs on display, with 70+ vehicles in storage.

PROJECT JUSTIFICATION: Vehicle exhibits are more than the footprint of the vehicles, they include adequate space to see the vehicles, interpret them, and create a context for the their place in our society. The proposed facility will expand tourism activities downtown, provide event and tour bus parking, and give space for displays



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	1,950,000	1,950,000		
Equipment & Furnishings	-	-	-		
Other	950,000	-	950,000		
TOTAL	\$ 950,000	\$ 1,950,000	\$ 2,900,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	950,000	1,950,000	2,900,000	Revenues	-
	-	-	-		
TOTAL	\$ 950,000	\$ 1,950,000	\$ 2,900,000	TOTAL	\$ -

PROJECT TITLE: KART Buses

PROJECT DESCRIPTION: Annual transit vehicle replacement

PROJECT JUSTIFICATION: Vehicle replacement is necessary as existing service vehicles reach the end of their useful life. Replacement is more cost effective than extensive and frequent repairs.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	343,400	721,700	1,065,100		
Other	-	-	-		
TOTAL	\$ 343,400	\$ 721,700	\$ 1,065,100	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	274,720	577,360	852,080	Revenues	-
Transit Fund	68,680	144,340	213,020		
TOTAL	\$ 343,400	\$ 721,700	\$ 1,065,100	TOTAL	\$ -

Facilities/Equipment/Systems Projects (cont.)

PROJECT TITLE: Powerhouse Conference Room

PROJECT DESCRIPTION: Project will remove existing wall between conference rooms and add a folding divider. This will allow for a single large room or two smaller rooms.

PROJECT JUSTIFICATION: Additional conference space is needed for large trainings and other events.

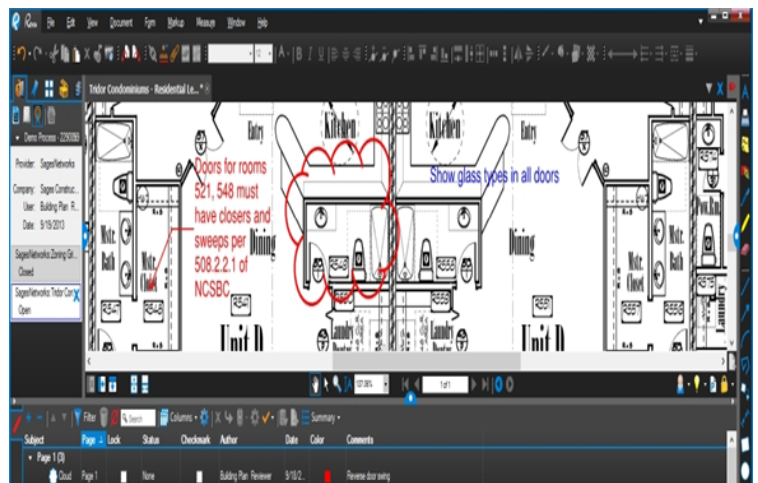


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	73,000	-	73,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 73,000	\$ -	\$ 73,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	73,000	-	73,000	Revenues	-
	-	-	-		
TOTAL	\$ 73,000	\$ -	\$ 73,000	TOTAL	\$ -

PROJECT TITLE: Project Management Platform

PROJECT DESCRIPTION: The software is utilized throughout the city encompasses plan review, permitting inspection, and engineering. This platform will increase customer experience through streamlined process and information availability.

PROJECT JUSTIFICATION: The current system needs to be upgraded and does not meet the current needs of the city. Upgrade costs versus the costs of replacement costs have been assessed and a work committee will be utilized for a replacement system.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	150,000	-	150,000		
Other	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	-	150,000	Revenues	-
	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -

Facilities/Equipment/Systems Projects (cont.)

PROJECT TITLE: Public Works Genset

PROJECT DESCRIPTION: Installation of backup/critical power generator at Public Works.

PROJECT JUSTIFICATION: Public works is the operational hub during an event. Operations and fleet repairs are conducted from the facility. In a large scale/long term type event, operation of the fleet repair facility will be crucial. There is currently no backup power in the event of a power failure.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	3,000
Construction/Maintenance	140,000	-	140,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 140,000	\$ -	\$ 140,000	TOTAL	\$ 3,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Transfers from Enterprise Funds	140,000	-	140,000	Revenues	-
	-	-	-		
TOTAL	\$ 140,000	\$ -	\$ 140,000	TOTAL	\$ -

PROJECT TITLE: Route 66 Drive Thru Shield

PROJECT DESCRIPTION: Construction of a permanent Route 66 Drive Thru shield

PROJECT JUSTIFICATION: In 2016, a similar arch was installed in Grants NM and reportedly gets lines of cars. So we know a permanent Route 66 Drive Thru shield would draw tourism to Kingman. The Historic Route 66 Assoc. of AZ will contribute \$10,000 toward the cost. This was budgeted in FY2021, no bids were under \$50K.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	500
Construction/Maintenance	50,000	-	50,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ -	\$ 50,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Powerhouse Fund	40,000	-	40,000	Revenues	-
Contribution	10,000	-	10,000		

Parks & Recreation Projects

PROJECT TITLE: Centennial Park Court Lighting

PROJECT DESCRIPTION: Centennial Park LED lighting for pickleball courts (new), tennis courts (upgrade) and basketball court (upgrade)

PROJECT JUSTIFICATION: The new pickleball courts have no lights, and the tennis and basketball courts are 30+ years old with poles that are deteriorating. The demand for pickleball is increasing in our area and is a great form of exercise for the people in our community. LED lighting is much more energy efficient.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition		-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	2,000
Construction/Maintenance	-	-	-		
Equipment & Furnishings	382,000	-	382,000		
Other	-	-	-		
TOTAL	\$ 382,000	\$ -	\$ 382,000	TOTAL	\$ 2,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	377,000	-	377,000	Revenues	1,000
Contribution	5,000	-	5,000		
TOTAL	\$ 382,000	\$ -	\$ 382,000	TOTAL	\$ 1,000

PROJECT TITLE: Centennial Park Field #5 Light Replacement

PROJECT DESCRIPTION: The new poles would be 70' steel poles with much more efficient LED lighting that meets new safety standards.

PROJECT JUSTIFICATION: The current lighting is 30+ years old with 50' to 60' deteriorating wooden poles. The Kingman Softball Association would contribute \$30,000 per field for the installation of the lights. Council direction is to improve the quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	325,000	-	325,000		
Other	-	-	-		
TOTAL	\$ 325,000	\$ -	\$ 325,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	295,000	-	295,000	Revenues	-
Contribution	30,000	-	30,000		
TOTAL	\$ 325,000	\$ -	\$ 325,000	TOTAL	\$ -

Parks & Recreation Projects

PROJECT TITLE: Golf Cart Fleet Replacement (70 Carts)

PROJECT DESCRIPTION: Replace the aging fleet of (70) golf carts at the Cerbat Cliffs Golf Course. The current fleet is 7 years old.

PROJECT JUSTIFICATION: In the aging fleet the seats are cracking, all batteries are in need of replacement, the steering is worn and loose, and the suspension is in need of replacement. They are getting very costly to maintain. When carts break down on the course, the customer has to walk and is very dissatisfied.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	3,000
Construction/Maintenance	-	-	-		
Equipment & Furnishings	50,000	200,000	250,000		
Other	-	-	-		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ 3,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
General Fund - Golf Course	50,000	200,000	250,000	Revenues	-
	-	-	-		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ -

PROJECT TITLE: Ice Rink

PROJECT DESCRIPTION: Construction of an ice skating rink. The total cost includes lighting. Construction costs vary with local wage rates and the extent to which the contractors availability.

PROJECT JUSTIFICATION: The demand for an ice rink is increasing from people in our area and is a great form of exercise for the people in our community. The park plan identifies the need for this type of facility within the community. Council direction is to improve quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	15,000
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs	18,000
Construction/Maintenance	300,000	-	300,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ 33,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Contribution	350,000	-	350,000	Revenues	-
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ -

Parks & Recreation Projects (cont.)

PROJECT TITLE: Pickle Ball Courts

PROJECT DESCRIPTION: The demand for pickle ball is increasing in our area and is a great form of exercise for the people in our community. This would add 4 more courts for a total of 8 courts.

PROJECT JUSTIFICATION: The Park Master Plan identifies the need for this type of facility within the community. Council direction is to improve the quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	5,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	5,000
Construction/Maintenance	-	100,000	100,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 100,000	\$ 100,000	TOTAL	\$ 10,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	-	100,000	100,000	Revenues	1,000
TOTAL	\$ -	\$ 100,000	\$ 100,000	TOTAL	\$ 1,000

PROJECT TITLE: Playground Equipment

PROJECT DESCRIPTION: This will add playground shade structures at Mohave and Pawnee Parks and upgrade playground equipment to Kompan playground equipment in Metcalfe and Mohave Parks.

PROJECT JUSTIFICATION: Many of our playgrounds are very old and outdated and have safety concerns. There is modern, fun playground equipment available. Council direction is to improve the quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	150,000	600,000	750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	600,000	750,000	Revenues	-
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -

Parks & Recreation Projects

PROJECT TITLE: Recreation Center

PROJECT DESCRIPTION: Design and construction of a new multi-purpose gymnasium and community center.

PROJECT JUSTIFICATION: This project is needed to meet the demand for indoor recreational sports leagues, classes and meeting facilities. Working with the public schools to get enough gym time for our leagues and programs is a challenge. Council direction is to improve quality of life in our community.

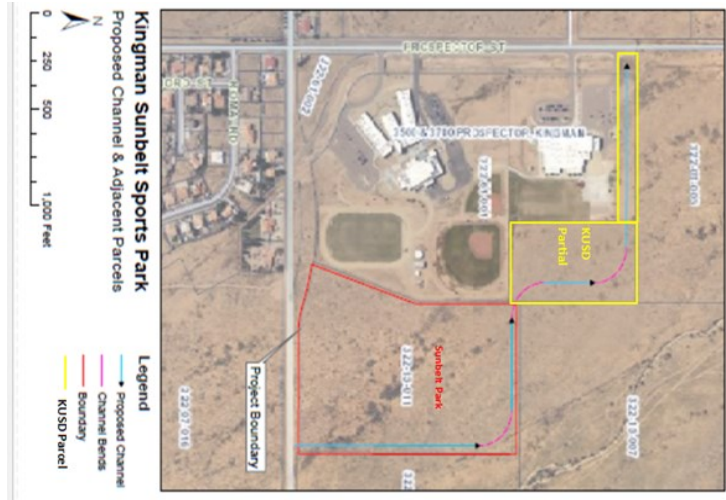


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	300,000
Design & Engineering	-	540,000	540,000	Utilities and Maintenance Costs	200,000
Construction/Maintenance	-	11,460,000	11,460,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 12,000,000	\$ 12,000,000	TOTAL	\$ 500,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	-	8,000,000	8,000,000	Revenues	-
Capital Projects Fund	-	4,000,000	4,000,000		
TOTAL	\$ -	\$ 12,000,000	\$ 12,000,000	TOTAL	\$ -

PROJECT TITLE: Sunbelt Sports Park

PROJECT DESCRIPTION: Provide additional multi-use fields for soccer, softball, and baseball, picnic area, walking path, ADA Playground, dog park, splash pad, basketball court and sand volleyball.

PROJECT JUSTIFICATION: A new park will meet the increasing demand for athletic fields by local sports leagues. Current facilities are diminishing due to heavy use. This project will be done in phases. The POSTR plan sets level of service standards for athletic fields.



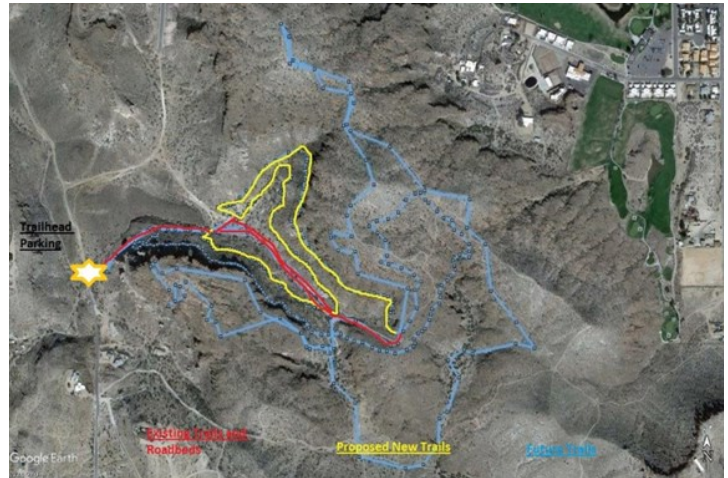
<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	100,000
Design & Engineering	628,689	-	628,689	Utilities and Maintenance Costs	300,000
Construction/Maintenance	3,884,696	1,773,509	5,658,205		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 4,513,385	\$ 1,773,509	\$ 6,286,894	TOTAL	\$ 400,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	4,191,708	1,773,509	5,965,217	Revenues	-
Impact Fees	321,677	-	321,677		
TOTAL	\$ 4,513,385	\$ 1,773,509	\$ 6,286,894	TOTAL	\$ -

Parks & Recreation Projects (cont.)

PROJECT TITLE: Trail Development and Enhancement

PROJECT DESCRIPTION: Trails will be constructed to link areas of our city together. Existing trail system will be enhanced. Targeted trail options are: a trail linking Downtown to White Cliffs trails then to Uptown, and Utility Easement trails.

PROJECT JUSTIFICATION: This trail project is a big part of improving the quality of life and is vital to the economic development in our community. We will be applying for a grant with the Arizona State Parks and Trails in FY23.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	10,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	
Construction/Maintenance	50,000	200,000	250,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ 10,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant		160,000	160,000	Revenues	-
Capital Project Fund	50,000	40,000	90,000		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ -

PROJECT TITLE: White Cliffs Trail Phase II

PROJECT DESCRIPTION: Phase I built 2 loops. Phase II will create 8 trail loops above the Phase 1 project. Construction of natural surface trails, to accommodate non-motorized hikers, mountain bikers and equestrians.

PROJECT JUSTIFICATION: Council direction is to improve the quality of life in our community. This trail project will help improve the quality of life and economic development in our community. A grant application with the AZ State Parks and Trails will be submitted for this project.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	10,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	
Construction/Maintenance	100,000	-	100,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ 10,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	80,000		80,000	Revenues	-
Capital Project Fund	20,000		20,000		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -

Public Safety Projects

PROJECT TITLE: KPD Block Wall

PROJECT DESCRIPTION: The project will remove the existing fence and install a new 8 ft block wall with constantina wire. Some additional drainage issue will be addressed. Lighting replaced with brighter low energy overhead lighting. The walls will be solid grout the walls rather than the minimum vertical/bond beam grouting.

PROJECT JUSTIFICATION: Wall and lighting upgrades to provide additional security for the KPD facility/impound area.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	66,000	-	66,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 66,000	\$ -	\$ 66,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	66,000	-	66,000	Revenues	-
	-	-	-		
TOTAL	\$ 66,000	\$ -	\$ 66,000	TOTAL	\$ -

PROJECT TITLE: KPD Exterior Facility Maintenance

PROJECT DESCRIPTION: The project is to address deficiencies in the exterior finish of the KPD facility including paint, stucco, roofing, HVAC and lighting.

PROJECT JUSTIFICATION: Maintenance projects will extend life of facility. Planned projects are exterior paint, roofing maintenance, exterior lighting upgrade with higher output, asphalt maintenance, installation of safety bollards, replacement of 2 oldest HVAC units.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	157,000	-	157,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 157,000	\$ -	\$ 157,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	157,000	-	157,000	Revenues	-
	-	-	-		
TOTAL	\$ 157,000	\$ -	\$ 157,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: KPD Generator

PROJECT DESCRIPTION: Installation of backup/critical power generator at the Police Department.

PROJECT JUSTIFICATION: This project will update the current backup generator at KPD. The current system will only operate the EOC but does not include any HVAC. This will upgrade the existing genset to operate the whole facility including HVAC.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	2,800
Construction/Maintenance	140,000	-	140,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 140,000	\$ -	\$ 140,000	TOTAL	\$ 2,800
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	140,000	-	140,000	Revenues	-
	-	-	-		
TOTAL	\$ 140,000	\$ -	\$ 140,000	TOTAL	\$ -

PROJECT TITLE: KPD Training Room/EOC Retrofit

PROJECT DESCRIPTION: KPD Training Room contains used and outdated technology and furniture. An adjoining converted conference room has no furniture. The goal is to replace existing furniture, technology and other items with long-lasting, ergonomic and technologically current items.

PROJECT JUSTIFICATION: The EOC, training room & conference room were part of an FY21 project which included furnishings. Construction costs have increased significantly and used the original budget for both the remodel and the furnishings.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	68,000	-	68,000		
Other	-	-	-		
TOTAL	\$ 68,000	\$ -	\$ 68,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	68,000	-	68,000	Revenues	-
TOTAL	\$ 68,000	\$ -	\$ 68,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Apparatus-Quint (Combo Aerial/Engine)

PROJECT DESCRIPTION: The request for a Quint in FY 22 as part of the Apparatus / Large Fleet Replacement Plan and increase in level of service through emergency response and includes the manufacturer cost as well as manufacturer surcharge.

PROJECT JUSTIFICATION: This project will replacing a 1998 Engine and add access to elevated areas-ground ladder complement and aerial device.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	1,046,856	-	1,046,856		
Other	60,000	-	60,000		
TOTAL	\$ 1,106,856	\$ -	\$ 1,106,856	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	1,106,856	-	1,106,856	Revenues	-
	-	-	-		
TOTAL	\$ 1,106,856	\$ -	\$ 1,106,856	TOTAL	\$ -

PROJECT TITLE: Apparatus Replacement

PROJECT DESCRIPTION: The request for replacement of 2007 freightliner rescue and 2007 Engine with 109,000 miles.

PROJECT JUSTIFICATION: This request would encompass all options for most effective replacement of these units to increase efficiency and response capability while maintaining reliable, up to date fleet.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	1,433,000	1,433,000		
Other	-	150,000	150,000		
TOTAL	\$ -	\$ 1,583,000	\$ 1,583,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	-	1,583,000	1,583,000	Revenues	-
	-	-	-		
TOTAL	\$ -	\$ 1,583,000	\$ 1,583,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Fire Admin Remodel

PROJECT DESCRIPTION: The current Fire Administration is requesting a remodel to the front office area to make more open and user friendly. As well as paint and carpet throughout the building, kitchen and breakroom, and bathroom remodels as well.

PROJECT JUSTIFICATION: This project increases the quality of the work environment for members of the department as well as modernizes the facility to make it more appealing to customers.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	160,000		160,000		
Equipment & Furnishings	-				
Other	-	-	-		
TOTAL	\$ 160,000	\$ -	\$ 160,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	160,000	-	160,000	Revenues	-
TOTAL	\$ 160,000	\$ -	\$ 160,000	TOTAL	\$ -

PROJECT TITLE: Fire Station #1 Remodel

PROJECT DESCRIPTION: The remodel of fire station #1 to improve the quality of living conditions as well as reduce exposures for assigned shift personnel. The station was built in 1974 and currently has 3,720 square foot.

PROJECT JUSTIFICATION: The station has not had any significant improvements to the living conditions in which personnel are housed 24 /7 on shift rotations. The improvements include all aspects of interior / exterior aesthetic conditions for station personnel.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	275,000		275,000		
Equipment & Furnishings	-				
Other	-	-	-		
TOTAL	\$ 275,000	\$ -	\$ 275,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	275,000	-	275,000	Revenues	-
TOTAL	\$ 275,000	\$ -	\$ 275,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Fire Station #2 Training Area

PROJECT DESCRIPTION: Additional items related to the recently constructed burn building/training tower including additional asphalt around the training area, maintenance of existing asphalt, training pavilion, fencing/gate upgrades, lighting upgrades, covered parking for the hazmat trailer/tow vehicle.

PROJECT JUSTIFICATION: This project increases the usefulness as well as functionality of the training grounds. In addition, the ability to secure the facility is imperative given the structures and hazards that exist.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	206,450	-	206,450		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 206,450	\$ -	\$ 206,450	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	206,450	-	206,450	Revenues	-
			-		
TOTAL	\$ 206,450	\$ -	\$ 206,450	TOTAL	\$ -

PROJECT TITLE: Fire Station #3 Addition/Remodel

PROJECT DESCRIPTION: The addition of additional space and security measures in the parking lot at Fire Station #3 to ensure adequate space / safety of personnel. Fire Station #3 is 4,914 square feet.

PROJECT JUSTIFICATION: Station #3 needs storage of PPE and gear rooms combined for additional storage as well as additional space on North side of 15x 50 for weight room / storage facilities to minimize exposure and maximize space needs for personnel. Includes security lighting, cameras and signage for parking lot.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	206,000	-	206,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 206,000	\$ -	\$ 206,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	206,000	-	206,000	Revenues	-
			-		
TOTAL	\$ 206,000	\$ -	\$ 206,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Fire Station #4 Remodel

PROJECT DESCRIPTION: The remodel of Fire Station #4 to improve the quality of living conditions as well as reduce exposures for assigned shift personnel. The station was built in 1987 and currently has 3,449 square feet.

PROJECT JUSTIFICATION: The station has not had any significant improvements to the living conditions in which personnel are housed 24 / 7 on shift rotations. The improvements include all aspects of interior / exterior aesthetic conditions for station personnel.

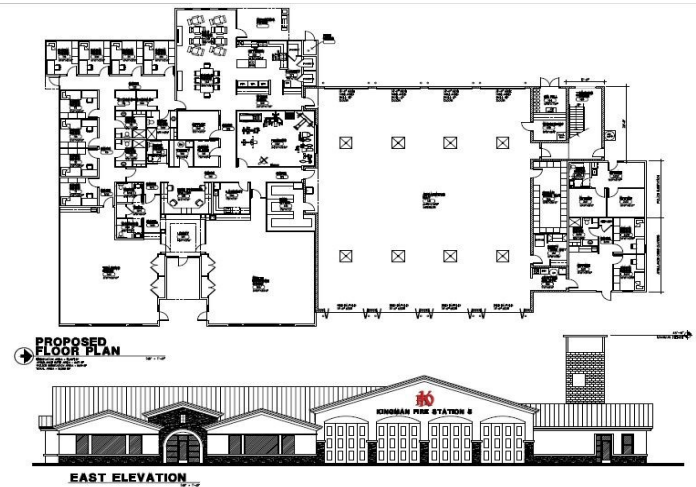


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	155,000		155,000		
Equipment & Furnishings	-				
Other	-	-	-		
TOTAL	\$ 155,000	\$ -	\$ 155,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	155,000	-	155,000	Revenues	-
TOTAL	\$ 155,000	\$ -	\$ 155,000	TOTAL	\$ -

PROJECT TITLE: Fire Station #5

PROJECT DESCRIPTION: The construction of Fire Station #5 located on the East Bench area of the City of Kingman.

PROJECT JUSTIFICATION: Station #5 will provide increased response capability to meet current and future growth. Costs associated with the Capital Improvement will reflect complete construction and furnishings. No apparatus or personnel is included at this stage.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	250,000	250,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	4,000,000	4,000,000		
Equipment & Furnishings	-	250,000	250,000		
Other	-	-	-		
TOTAL	\$ -	\$ 4,500,000	\$ 4,500,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	-	4,500,000	4,500,000	Revenues	-
TOTAL	\$ -	\$ 4,500,000	\$ 4,500,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Quint (Combo Aerial/Engine) Apparatus

PROJECT DESCRIPTION: This request for new Apparatus which would be required for the opening of Fire Station 5.

PROJECT JUSTIFICATION: Station #5 will provide increased response capability to meet current and future growth. A Quint will meet the apparatus needs of a growing area which includes commercial and multi-story medical facility.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	1,450,000	1,450,000		
Other	-	150,000	150,000		
TOTAL	\$ -	\$ 1,600,000	\$ 1,600,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	-	1,600,000	1,600,000	Revenues	-
	-	-	-		
TOTAL	\$ -	\$ 1,600,000	\$ 1,600,000	TOTAL	\$ -

PROJECT TITLE: Self Contain Breathing Apparatus

PROJECT DESCRIPTION: The current Self Contained Breathing Apparatus must be replaced by 2025 to comply with national standards. This equipment is vital to firefighter safety and emergency operations.

PROJECT JUSTIFICATION: The Apparatus is critical for the department to support its mission. Every effort will be made to obtain federal grants however compliance with national standards is important to reduce liability and ensure firefighter safety.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	450,000	450,000		
Other	-	50,000	50,000		
TOTAL	\$ -	\$ 500,000	\$ 500,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	-	500,000	500,000	Revenues	-
	-	-	-		
TOTAL	\$ -	\$ 500,000	\$ 500,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Type 6 Wildland Vehicle (Two)

PROJECT DESCRIPTION: The request for 2 Type 6 wildland unit that will be utilized for wildland operations as well as deployment for increased income and revenue to offset costs of program and apparatus addition.

PROJECT JUSTIFICATION: This will address the wildland interface within the community as well as deployment for wildland events to increase revenue for the department. The department currently has one brush truck that is incapable of deployment outside jurisdiction (2000 Ford)

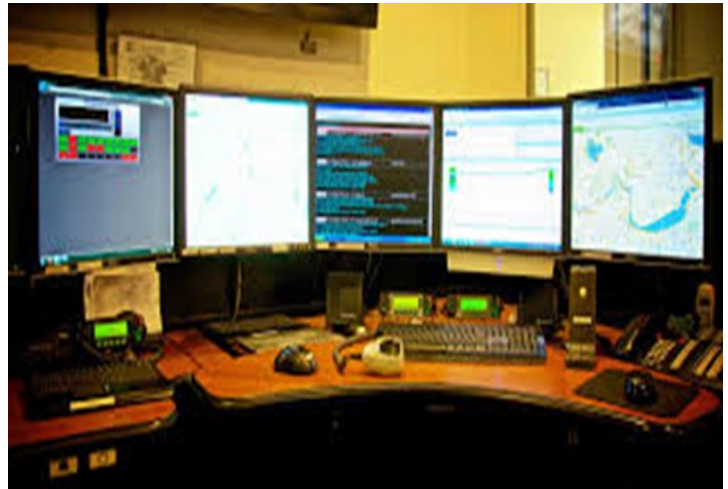


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	200,000	200,000		
Other	-	60,000	60,000		
TOTAL	\$ -	\$ 260,000	\$ 260,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	-	260,000	260,000	Revenues	-
	-	-	-		
TOTAL	\$ -	\$ 260,000	\$ 260,000	TOTAL	\$ -

PROJECT TITLE: Computer Aided Dispatch (CAD)

PROJECT DESCRIPTION: Replacement of the computer aided dispatch (CAD) and all necessary interfaces to include software, services, and hardware for the 911 communications center, Police Department, and Fire Department. This is carryover as the projected completion is October 2021.

PROJECT JUSTIFICATION: The current computer aided dispatch purchased and implemented in 2019 was deficient in all aspects and has caused exponential loss of functionality in all departments; increasing loss of critical function including dispatching, mobile functions, and recordkeeping.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	40,000
Construction/Maintenance	-	-	-		
Equipment & Furnishings	329,773	-	329,773		
Other	-	-	-		
TOTAL	\$ 329,773	\$ -	\$ 329,773	TOTAL	\$ 40,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	12,604	-	12,604	Revenues	-
Dispatch Center Fund	317,169	-	317,169		
TOTAL	\$ 329,773	\$ -	\$ 329,773	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Priority Dispatch Emergency Fire Software

PROJECT DESCRIPTION: Additional module to existing Priority Dispatch to ensure accuracy and dispatching the correct resource to the corresponding call type resulting in a 21% reduction in low acuity calls which are sent directly to AMR with Fire Department intervention

PROJECT JUSTIFICATION: Quickly implement protocols utilizing the same ProQA software that can be switched by the call-taker and provides benefits and safety features of a unified fire protocol system.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	90,000	-	90,000		
Other	-	-	-		
TOTAL	\$ 90,000	\$ -	\$ 90,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Dispatch Center Fund	90,000	-	90,000	Revenues	-
	-	-	-		
TOTAL	\$ 90,000	\$ -	\$ 90,000	TOTAL	\$ -

Streets Projects

PROJECT TITLE: I-11 Airway Avenue-Prospector Street to Rancho Santa Fe Parkway

PROJECT DESCRIPTION: This project will extend Airway Avenue from east of Prospector Street to Rancho Santa Fe Parkway, providing connection to the proposed traffic interchange and access to the east Kingman area.

PROJECT JUSTIFICATION: A connection to the Rancho Santa Fe Parkway Traffic Interchange is required by the Change of Access (COA) Report.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	80,000	-	80,000	Utilities and Maintenance Costs	5,000
Construction/Maintenance	5,655,000	-	5,655,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 5,735,000	\$ -	\$ 5,735,000	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Contribution	2,867,500		2,867,500	Revenues	-
Debt Proceeds	2,867,500		2,867,500		
TOTAL	\$ 5,735,000	\$ -	\$ 5,735,000	TOTAL	\$ -

PROJECT TITLE: I-11 Kingman Crossing Blvd—Southern to I-40

PROJECT DESCRIPTION: This project will design and construct the segment of Kingman Crossing Boulevard from Interstate 40 to Southern Avenue. The construction estimate is for a two lane roadway with center median between Airfield and Louise Avenue. Roundabouts are included at Louise and Southern Avenue.

PROJECT JUSTIFICATION: This road will be constructed in conjunction with the Kingman Crossing Traffic Interchange. A development agreement will provide for \$3 million in funding for this project.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	40,000	-	40,000	Utilities and Maintenance Costs	21,400
Construction/Maintenance	6,850,000	-	6,850,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 6,890,000	\$ -	\$ 6,890,000	TOTAL	\$ 21,400
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Contribution	3,000,000		3,000,000	Revenues	-
Debt Proceeds	3,890,000		3,890,000		
TOTAL	\$ 6,890,000	\$ -	\$ 6,890,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: I-11 Rancho Santa Fe TI & Parkway

PROJECT DESCRIPTION: The project consists of the interchange and connecting roadway south to Louise Avenue and north to Industrial Boulevard. A Joint Project Agreement with ADOT and a Development Agreement with Sunbelt Development have been approved.

PROJECT JUSTIFICATION: Provide access to I-40, facilitate traffic flows from the north and south, provide connections to Airway Avenue and Santa Rosa Drive, better access to the Kingman Airport, and improved public safety response.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition		-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	30,000
Construction/Maintenance	33,596,215	13,221,600	46,817,815		
TOTAL	\$33,596,215	\$13,221,600	\$46,817,815	TOTAL	\$ 30,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Contribution	25,940,321	6,610,800	32,551,121	Revenues	-
I-11 Project Fund	5,940,321	4,000,000	9,940,321		
Debt Proceeds	1,715,574	2,610,800	4,326,374		
TOTAL	\$33,596,216	\$13,221,600	\$46,817,816	TOTAL	\$ -

PROJECT TITLE: ADA Improvements

PROJECT DESCRIPTION: The project will construct and/or replace sidewalks, driveways, ramps and handrail to meet current ADA Standards along Andy Devine and Stockton Hill.

PROJECT JUSTIFICATION: Project will improve public access facilities to comply with Federal ADA requirements. Project will be funded by a Community Development Block Grant.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	3,500
Construction/Maintenance	801,740	1,500,000	2,301,740		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 801,740	\$ 1,500,000	\$ 2,301,740	TOTAL	\$ 3,500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	801,740	1,500,000	2,301,740	Revenues	-
	-	-	-		
TOTAL	\$ 801,740	\$ 1,500,000	\$ 2,301,740	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: Downtown Streetscape Project

PROJECT DESCRIPTION: Design Concept Report (DCR) and final design for Beale Street from 1st to 6th Street. Preliminary construction estimates Include curb, ramp, crosswalk, markings, signage, street lighting retrofit, signal removals, storm drain and landscaping, and aesthetics.

PROJECT JUSTIFICATION: Improving ADA access, ease and safety for walking to promote longer stays, more exposure for merchants, and a better image of the city.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	347,082	-	347,082	Utilities and Maintenance Costs	-
Construction/Maintenance	3,100,000	3,700,000	6,800,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 3,447,082	\$ 3,700,000	\$ 7,147,082	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	808,431	-	808,431	Revenues	-
Grants	2,638,651	3,700,000	6,338,651		
TOTAL	\$ 3,447,082	\$ 3,700,000	\$ 7,147,082	TOTAL	\$ -

PROJECT TITLE: Eastern Street Improvements-Airway to Calumet

PROJECT DESCRIPTION: Costs include widening Eastern to 3 lanes from Pasadena to Kenwood, and widen Kenwood to 5 lanes. This project will construct a new entrance to Airway Avenue eliminating the need for one way streets at Diamond and Yavapai.

PROJECT JUSTIFICATION: Addresses one way street restrictions and neighborhood impacts of current access. The City has been awarded state funding through the HURF Exchange program for FY23 in the amount of \$2,977,627



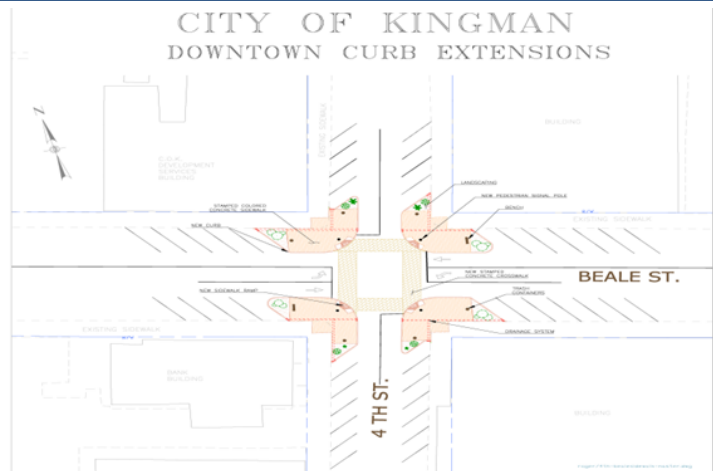
<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	170,750	-	170,750	Personnel	-
Design & Engineering	80,000	-	80,000	Utilities and Maintenance Costs	24,000
Construction/Maintenance	-	3,719,066	3,719,066		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,750	\$ 3,719,066	\$ 3,969,816	TOTAL	\$ 24,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	-	2,977,627	2,977,627	Revenues	-
Capital Projects Fund	250,750	578,643	829,393		
Contributions	-	162,796	162,796		
TOTAL	\$ 250,750	\$ 3,719,066	\$ 3,969,816	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: HSIP-Six Road Safety Project

PROJECT DESCRIPTION: Proposed safety improvements: Install traffic calming features (curb bulbouts) and speed feedback signs on Beale Street from Grandview to 10th Street; Install speed feedback signs on: Stockton Hill Rd., Hualapai Mountain Rd., Airway Ave., Gordon Dr., and Beverly Ave.

PROJECT JUSTIFICATION: Areas identified through the local network crash data screening process. During the study years (2011-2015) these areas experienced 2 fatal and 10 incapacitating injury crashes. 94.3% HSIP 5.7% local match.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	210,000	-	210,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	234,000	234,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 210,000	\$ 234,000	\$ 444,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	198,030	220,662	418,692	Revenues	-
Highway User Revenue Fund	11,970	13,338	25,308		
TOTAL	\$ 210,000	\$ 234,000	\$ 444,000	TOTAL	\$ -

PROJECT TITLE: HSIP-Stockton Hill Rd Safety Corridor

PROJECT DESCRIPTION: Safety improvements on Stockton Hill Road from Detroit Avenue to Airway Avenue: Install high visibility crosswalks at the hospital entrance, automated speed feedback signs, and median modifications at Sycamore, Airway, and hospital entrance to improve left turn negative offsets.

PROJECT JUSTIFICATION: Areas identified through the local network crash data screening process. During the study years (2011-2015) these areas experienced 2 fatal and 8 incapacitating injury crashes. 94.3% HSIP 5.7% local match.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	583,947	-	583,947		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 583,947	\$ -	\$ 583,947	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	550,662	-	550,662	Revenues	-
Highway User Revenue Fund	33,285	-	33,285		
TOTAL	\$ 583,947	\$ -	\$ 583,947	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: I-40 Traffic Interchange Landscaping

PROJECT DESCRIPTION: The traffic interchanges are ADOT right of way but are no longer maintained. The size of the interchanges are very large, current funding amount will only cover smaller improvement project at a single TI. Projects will be spread over multiple years.

PROJECT JUSTIFICATION: Multiple requests have been made for improvements to both City and ADOT. ADOT indicated they would provide some decomposed granite a year ago but still does not have an estimated timeframe for the materials.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	5,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	15,000
Construction/Maintenance	250,000	600,000	850,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ 600,000	\$ 850,000	TOTAL	\$ 20,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	250,000	600,000	850,000	Revenues	-
TOTAL	\$ 250,000	\$ 600,000	\$ 850,000	TOTAL	\$ -

PROJECT TITLE: Lighting Power Upgrades

PROJECT DESCRIPTION: This project is to correct the excising power cabinets for much of the street lighting which is out of compliance.

PROJECT JUSTIFICATION: The lighting cabinets are 480v and have become a potential hazard to users. The cabinets need upgraded with new NEMA rated cabinets. Associated overhead and utility work will be needed as well.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	150,000	450,000	600,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 150,000	\$ 450,000	\$ 600,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	450,000	600,000	Revenues	-
TOTAL	\$ 150,000	\$ 450,000	\$ 600,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: Pavement Preservation

PROJECT DESCRIPTION: This project includes milling, overlays, crack sealing, chip seal, asphalt recycling, mineral bond treatments, micro-surfacing, full depth reconstruction, and other pavement preservation techniques to maintain the city's 434 center lane miles of asphalt pavement within the city limits.

PROJECT JUSTIFICATION: Improvement and management of 625 total lane miles of roadway.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	3,700,000	13,044,849	16,744,849		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 3,700,000	\$ 13,044,849	\$16,744,849	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Highway User Revenue Fund	3,700,000	13,044,849	16,744,849	Revenues	-
TOTAL	\$ 3,700,000	\$ 13,044,849	\$16,744,849	TOTAL	\$ -

PROJECT TITLE: Snow Equipment

PROJECT DESCRIPTION: Purchase of slide in spreaders and plow attachments for existing equipment.

PROJECT JUSTIFICATION: Streets currently only has 1 plow and 1 spreader truck. This CIP would purchase additional plow attachments and removable salt spreaders for existing trucks. This will help manage storms with ice conditions.



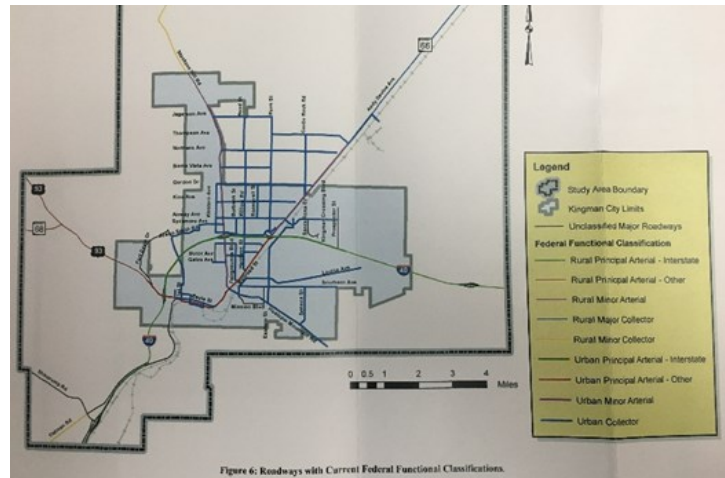
<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	100,000	-	100,000		
Other	-	-	-		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Highway User Revenue Fund	100,000	-	100,000	Revenues	-
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: Transportation Masterplan

PROJECT DESCRIPTION: Creation of a transportation masterplan that will work in conjunction with the utilities and drainage masterplans to guide development.

PROJECT JUSTIFICATION: Kingman's arterial/collector network includes multiple pass-through roadways that would typically function as a residential. A master plan will help guide development and prevent these types of issues as the City grows and guide improvements of existing transportation infrastructure.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	250,000	-	250,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ -	\$ 250,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	250,000	-	250,000	Revenues	-
TOTAL	\$ 250,000	\$ -	\$ 250,000	TOTAL	\$ -

Airport Projects

PROJECT TITLE: 3 Industrial Park Roads

PROJECT DESCRIPTION: Three portions of roadway accessing current business and future business potential in need of paving. Once paved the roads will be placed into the Mohave County Road Maintenance.

PROJECT JUSTIFICATION: The City needs to continue to improve park conditions in an effort to attract business. Roads and infrastructure is a determining factor for businesses choosing to locate or grow at the Industrial Park. Partial funding will be through an ADOT Grant.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	225,000	650,000	875,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 225,000	\$ 650,000	\$ 875,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Airport Fund	108,000	307,000	415,000	Revenues	-
Grant	107,000	343,000	450,000		
Contribution	10,000		10,000		
TOTAL	\$ 225,000	\$ 650,000	\$ 875,000	TOTAL	\$ -

PROJECT TITLE: Airport Airside Drainage Study

PROJECT DESCRIPTION: This proposal includes the costs of a study and base design of the 1942 drainage system for the air side of the airport. The project will be funded 90 percent by ADOT and 10 percent locally.

PROJECT JUSTIFICATION: The existing drainage system is 74 years old. Portions of it have had buildings constructed over it. The system has not been mapped since 1943. Although some vaults have been explored much of the system has not been documented. This effort will outline any improvements required.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	185,000		185,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 185,000	\$ -	\$ 185,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	166,500		166,500	Revenues	-
Airport Fund	18,500		18,500		
TOTAL	185,000	\$ -	\$ 185,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Airport Berm Maintenance

PROJECT DESCRIPTION: Repairs to existing berm to increase berm integrity pending the airport drainage master plan update.

PROJECT JUSTIFICATION: The existing channel runs through a state section and private property. The project includes the full limit of the berm. Years of erosion have reduced the berms integrity. Borrow material will be used from site to regrade the berm.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs
Construction/Maintenance	217,000	-	217,000	5,000
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 267,000	\$ -	\$ 267,000	TOTAL \$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Airport Fund	267,000		267,000	Revenues
				-
TOTAL	\$ 267,000	\$ -	\$ 267,000	TOTAL \$ -

PROJECT TITLE: Airport Terminal Drainage Improvements

PROJECT DESCRIPTION: This project will correct the drainage problems at the terminal airside location. A survey has been completed and we are awaiting a project plan design to complete the work.

PROJECT JUSTIFICATION: The terminal area is being renovated and a new landscape will be installed. The drainage must be corrected prior to the new installation to avoid flooding into the terminal building



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel
Design & Engineering	-	-	-	Utilities and Maintenance Costs
Construction/Maintenance	85,000	-	85,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 85,000	\$ -	\$ 85,000	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Airport Fund	85,000		85,000	Revenues
				-
TOTAL	\$ 85,000	\$ -	\$ 85,000	TOTAL \$ -

Airport Projects (cont.)

PROJECT TITLE: Covered Tiedowns

PROJECT DESCRIPTION: This proposal includes the costs of design, construction and construction management as outlined by a sub-committee of the Airport Advisory Committee. This project would be a ten unit aircraft parking structure located near an existing shade-port on airport apron.

PROJECT JUSTIFICATION: The Anticipated airport growth, Council priorities to serve community aviation needs, citizens and the national air transportation network are the rationale for this project. The shade port will attract new revenues for the storage of aircraft.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	30,000	-	30,000	Utilities and Maintenance Costs	-
Construction/Maintenance	170,000	-	170,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Airport Fund	200,000	-	200,000	Revenues	12,000
	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ 12,000

PROJECT TITLE: Dross Site Cleanup

PROJECT DESCRIPTION: This proposal includes the removal of contaminants, design, construction management and construction of Dross Site apron pavement. This part of the project is anticipated to be 100% funded by the Department of Justice.

PROJECT JUSTIFICATION: The City began litigation against the US Gov't. in 2013 to remove soil contaminants located at the Kingman Municipal Airport. These contaminants are hazardous waste left behind from US Gov't. activity following WWII.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	4,200,000	-	4,200,000	Utilities and Maintenance Costs	-
Construction/Maintenance	25,800,000	-	25,800,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 30,000,000	\$ -	\$ 30,000,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Contribution	30,000,000	-	30,000,000	Revenues	-
	-	-	-		
TOTAL	\$ 30,000,000	\$ -	\$ 30,000,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Dross Site Overlay

PROJECT DESCRIPTION: The costs of design, construction management and construction of the Dross site apron overlay of pavement. This project would be funded 91.06% FAA, 4.47% ADOT and 4.47% local

PROJECT JUSTIFICATION: Site remediation indicates the necessity for apron reconstruction to serve community businesses, citizens and national air transportation network. This apron reconstruction will enhance opportunities to attract new aviation businesses to locate and invest in the community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	280,000	280,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	2,020,000	2,020,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 2,300,000	\$ 2,300,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	-	2,197,190	2,197,190	Revenues	-
Airport Fund	-	102,810	102,810		
TOTAL	\$ -	\$ 2,300,000	\$ 2,300,000	TOTAL	\$ -

PROJECT TITLE: Environmental Cleanup 16Ac

PROJECT DESCRIPTION: The project will perform environmental clean up and disposal of contaminated soils. The area was the location of a burn pit which was previously used when the airport was a military installation.

PROJECT JUSTIFICATION: This project enables the future sale of one of the last remaining parcels in the Industrial Park. The parcel has an estimated sale value of approximately \$750,000 after the clean up has occurred.



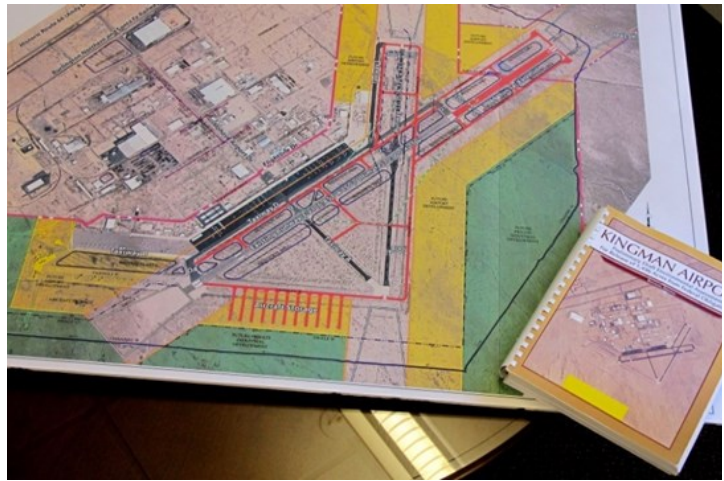
<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	300,000	-	300,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 300,000	\$ -	\$ 300,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Airport Fund	300,000	-	300,000	Revenues	-
	-	-	-		
TOTAL	\$ 300,000	\$ -	\$ 300,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Land Release and Master Plan

PROJECT DESCRIPTION: Costs for conducting agency scoping, preparation/revision of preliminary draft environmental assessment for FAA review. FAA review of the PDEA and State Historic Preservation Office consultation (phase two) of this project and creation of master plan for land planning.

PROJECT JUSTIFICATION: Movement toward obtaining FAA concurrence for release of 1,800 acres of airport property for sale/lease from aviation purposes. This will allow growth and development opportunities.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	250,000	-	250,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ -	\$ 250,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Airport Fund	250,000	-	250,000	Revenues	-
TOTAL	\$ 250,000	\$ -	\$ 250,000	TOTAL	\$ -

PROJECT TITLE: PAPI Replacement

PROJECT DESCRIPTION: The project will design and replace the Precision Approach Path Indicators (PAPIs) on the primary runway. PAPIs are navigational aides (NAVAIDS) that provide vertical guidance for aircraft landings.

PROJECT JUSTIFICATION: The project will design and replace the Precision Approach Path Indicators (PAPIs) on the primary runway. PAPIs are navigational aides (NAVAIDS) that provide vertical guidance for aircraft landings.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs	-
Construction/Maintenance	450,000	-	450,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 500,000	\$ -	\$ 500,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	450,000	-	450,000	Revenues	-
Airport Fund	50,000	-	50,000		
TOTAL	\$ 500,000	\$ -	\$ 500,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Security Fence Relocation, Phase II

PROJECT DESCRIPTION: The cost of design, construction, relocation of airfield security fencing (Approximately 6,200 linear feet).

PROJECT JUSTIFICATION: Expanding airfield use area on aeronautical zoned land to accommodate additional aircraft storage parking to enhance airport enterprise fund revenue stream.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel
Design & Engineering	10,000	-	10,000	Utilities and Maintenance Costs
Construction/Maintenance	125,000	-	125,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 135,000	\$ -	\$ 135,000	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Airport Fund	135,000	-	135,000	Revenues est \$25,000 Mo
				At Full Capacity
TOTAL	\$ 135,000	\$ -	\$ 135,000	TOTAL Est \$300,000

PROJECT TITLE: Security Gates Upgrade

PROJECT DESCRIPTION: The costs of design, construction, replacement, addition of gates, installation of updated access system for the airfield security fencing at the airport. The funding would be 91.06% FAA, 04.47% ADOT and 04.47% local share.

PROJECT JUSTIFICATION: Airport security upgrade to serve community businesses, citizens and the national air transportation network. This project will enhance opportunities to attract business to locate here and invest in our community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel
Design & Engineering	-	175,000	175,000	Utilities and Maintenance Costs
Construction/Maintenance	-	1,075,000	1,075,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ -	\$ 1,250,000	\$ 1,250,000	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Grant		1,194,125	1,194,125	Revenues
Airport Fund (Land Sales)		55,875	55,875	
TOTAL	\$ -	\$ 1,250,000	\$ 1,250,000	TOTAL \$ -

Airport Projects (cont.)

PROJECT TITLE: Taxilane Foxtrot Reconstruct Design

PROJECT DESCRIPTION: This proposal includes the costs of design and reconstruction of Taxilane Foxtrot located at the airport. This project would be 91.06% FAA, 4.47% ADOT and 4.47% local funded.

PROJECT JUSTIFICATION: Anticipated airport growth, council priorities and ADOT documented pavement condition values indicate the necessity for a taxilane reconstruction to serve businesses, citizens and national air transportation, enhancing opportunities to attract new businesses to locate and invest here.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	17,500	17,500	Utilities and Maintenance Costs	-
Construction/Maintenance	-	107,500	107,500		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 125,000	\$ 125,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant		119,412	119,412	Revenues	-
Airport Fund		5,588	5,588		
TOTAL	\$ -	\$ 125,000	\$ 125,000	TOTAL	\$ -

PROJECT TITLE: Taxiway B Design & Construction

PROJECT DESCRIPTION: Costs of design and reconstruction of taxiway bravo. The Phase 1 design grant was in 2020, Phase 2 construction in 2021, and Phase 3 final construction will likely be awarded in 2022.

PROJECT JUSTIFICATION: Reconstruction of taxiway bravo to serve community businesses, citizens and the national air transportation network. The reconstruction of taxiway bravo will enhance opportunities to attract new aviation and non-aviation businesses to locate and invest in the community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	5,000
Construction/Maintenance	2,591,932	-	2,591,932		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 2,591,932	\$ -	\$ 2,591,932	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	2,590,741		2,590,741	Revenues	-
Airport Fund	1,191		1,191		
TOTAL	\$ 2,591,932	\$ -	\$ 2,591,932	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Taxiway D Design & Construction

PROJECT DESCRIPTION: The project will fully rehabilitate the T/W D pavement, markings, and geometry adjustments needed to comply with current standards.

PROJECT JUSTIFICATION: The Taxiway Delta pavement is in need of rehabilitation and the PCI is estimated to be at 58 by the time of rehabilitation. Additionally the taxiway intersections do not comply with current FAA design standards and need to be corrected in the project.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	500,000	-	500,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	5,220,000	5,220,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 500,000	\$ 5,220,000	\$ 5,720,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	475,000	4,989,316	5,464,316	Revenues	-
Airport Fund	25,000	230,684	255,684		
TOTAL	\$ 500,000	\$ 5,220,000	\$ 5,720,000	TOTAL	\$ -

PROJECT TITLE: Transient Apron Reconstruction

PROJECT DESCRIPTION: The costs of design, milling, overlay, construction management and construction of the transient airport apron. This project would be 91.06% FAA, 4.47% ADOT and 4.47% local funded.

PROJECT JUSTIFICATION: Pavement condition values indicate the necessity for the reconstruction of the transient airport apron. This project will enhance opportunities to attract new aviation and non-aviation businesses to locate and invest in the community.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	562,500	562,500	Utilities and Maintenance Costs	\$5,000
Construction/Maintenance	-	1,687,500	1,687,500		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 2,250,000	\$ 2,250,000	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant		2,149,425	2,149,425	Revenues	-
Airport Fund		100,575	100,575		
TOTAL	\$ -	\$ 2,250,000	\$ 2,250,000	TOTAL	\$ -

Solid Waste Projects

PROJECT TITLE: Solid Waste Truck Replacement

PROJECT DESCRIPTION: Replacement of 12 refuse trucks over next 5 years (6 in FY22, 3 in FY23, 1 in FY24, 1 in FY25, and 1 in FY26).

PROJECT JUSTIFICATION: Fleet rotation replacement is needed in order to reduce maintenance costs. Refuse trucks will be purchased utilizing a 7-year lease program.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	(23,100)
Construction/Maintenance	-	-	-		
Equipment & Furnishings	412,080	2,936,062	3,348,142		
Other	-	-	-		
TOTAL	\$ 412,080	\$ 2,936,062	\$ 3,348,142	TOTAL	\$ (23,100)
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Sanitation Fund	412,080	2,936,062	3,348,142	Revenues	-
	-	-	-		
TOTAL	\$ 412,080	\$ 2,936,062	\$ 3,348,142	TOTAL	\$ -

Stormwater Projects

PROJECT TITLE: Airway Avenue Drainage Improvements

PROJECT DESCRIPTION: This project will improve the existing drainage channels from Airway Avenue to Diamond Joe Road. An infiltration / detention basin south of Airway is proposed as part of the design.

PROJECT JUSTIFICATION: Storm runoff has significant impacts to the White Cliffs School and surrounding properties during rain events. This will improve the drainage channels north and south of Airway Avenue.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	5,000
Construction/Maintenance	1,250,000	1,250,000	2,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,250,000	\$ 1,250,000	\$ 2,500,000	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	1,250,000	1,250,000	2,500,000	Revenues	-
			-		
TOTAL	\$ 1,250,000	\$ 1,250,000	\$ 2,500,000	TOTAL	\$ -

PROJECT TITLE: Bull Mountain Interim Channel Improvements

PROJECT DESCRIPTION: Construction of an earthen channel with rip-rap erosion protection in the same alignment as the proposed concrete Bull Mountain Channel from the box culverts at SHR and northward approx. 800 feet to where the existing right-of-way terminates.

PROJECT JUSTIFICATION: This project would greatly reduce the runoff that will be carried in SHR, address intersection closures and drainage issues of most of the adjacent properties.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	500
Construction/Maintenance	-	325,000	325,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 325,000	\$ 325,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	-	325,000	325,000	Revenues	-
			-		
TOTAL	\$ -	\$ 325,000	\$ 325,000	TOTAL	\$ -

Stormwater Projects (cont.)

PROJECT TITLE: Hillcrest Drainage Improvements

PROJECT DESCRIPTION: This project will install a storm drain in Hillcrest Drive west of Stockton Hill Road.

PROJECT JUSTIFICATION: Storm runoff has significant impacts to Stockton Hill Road and the businesses east of Hillcrest Drive. This project is intended to intercept drainage and direct it into the Coronado Channel.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	450,000	450,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 450,000	\$ 450,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	-	450,000	450,000	Revenues	-
			-		
TOTAL	\$ -	\$ 450,000	\$ 450,000	TOTAL	\$ -

PROJECT TITLE: Stormwater Rate Study

PROJECT DESCRIPTION: This project will provide a stormwater rate study for use for funding stormwater O&M and capital.

PROJECT JUSTIFICATION: The City receives about \$600,000 annually in flood control district taxes levied by Mohave County, but the City's stormwater capital project list is several million dollars. In order to fund O&M and capital, a rate study is underway. It is scheduled to be completed in FY22.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	15,000	-	15,000		
TOTAL	\$ 15,000	\$ -	\$ 15,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	15,000	-	15,000	Revenues	-
	-	-	-		
TOTAL	\$ 15,000	\$ -	\$ 15,000	TOTAL	\$ -

Wastewater Projects

PROJECT TITLE: Chestnut Sewer Line Relocation Phase II

PROJECT DESCRIPTION: Replacement of an existing sewer main that is located within private property and installation of a new main in Chestnut Street and 3rd Street.

PROJECT JUSTIFICATION: This project will remove a city main from private property that goes directly below existing homes and provide service to an additional home.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	249
Construction/Maintenance	105,800	-	105,800		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 105,800	\$ -	\$ 105,800	TOTAL	\$ 249
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	105,800	-	105,800	Revenues	360
			-		
TOTAL	\$ 105,800	\$ -	\$ 105,800	TOTAL	\$ 360

PROJECT TITLE: Chloride Street Sewer Line Replacement

PROJECT DESCRIPTION: Replacement of old/damaged existing vitrified clay pipe (VCP) sewer line on Chloride Street between Crozier Avenue & Kingman Avenue.

PROJECT JUSTIFICATION: Replacement of old/damaged vitrified clay pipe (VCP) sewer line prevents sewer failure.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	498
Construction/Maintenance	91,350	-	91,350		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 91,350	\$ -	\$ 91,350	TOTAL	\$ 498
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Capital Renewal Fund	91,350	-	91,350	Revenues	-
			-		
TOTAL	\$ 91,350	\$ -	\$ 91,350	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Diagonal Wash Interceptor

PROJECT DESCRIPTION: 8,200 feet of new 24" sewer interceptor along Diagonal Wash. This reflects a portion of the overall project and will extend sewer to just east of the BNSF mainline.

PROJECT JUSTIFICATION: This project is identified in Sewer Master Plan Study, (project #8), & will increase system capacity & future serviceability to north Kingman as well as the east side of town.

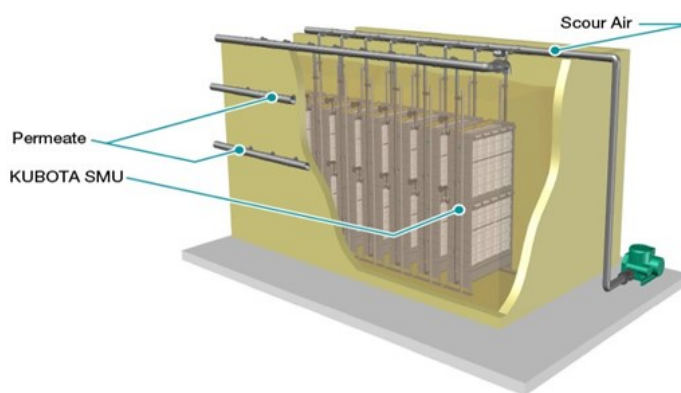


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	25,000	-	25,000	Utilities and Maintenance Costs	8,051
Construction/Maintenance	2,250,000	-	2,250,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 2,275,000	\$ -	\$ 2,275,000	TOTAL	\$ 8,051
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	2,275,000	-	2,275,000	Revenues	-
			-		
TOTAL	\$ 2,275,000	\$ -	\$ 2,275,000	TOTAL	\$ -

PROJECT TITLE: Downtown Plant Membrane Cartridge Replacement

PROJECT DESCRIPTION: Remove & replace existing membrane bioreactor filtration system.

PROJECT JUSTIFICATION: Per the operations and maintenance manual the current Ovivo MBR filtration is reaching its end of life. This will replace critical components associated with treatment & filtration.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	650,000	-	650,000		
Other	-	-	-		
TOTAL	\$ 650,000	\$ -	\$ 650,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Capital Renewal Fund	650,000	-	650,000	Revenues	-
			-		
TOTAL	\$ 650,000	\$ -	\$ 650,000	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Downtown Sewer Outfall Line Relocation

PROJECT DESCRIPTION: Engineering and construction of recommended relocation and realignment projects of the 1.6 mile downtown sewer outfall line.

PROJECT JUSTIFICATION: The current line is exposed, above grade, and located in washes. Access to manholes is limited, overflows would be within waters of the US, and it doesn't meet current Aquifer Protection Permit general permit standards. Potentially significant fines, remediation costs and liability from sewer overflow. Debt to paid from WW funds.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	7,000
Construction/Maintenance	14,853,700	-	14,853,700		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 14,853,700	\$ -	\$ 14,853,700	TOTAL	\$ 7,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	2,253,700	-	2,253,700	Revenues	-
WW Expansion Fund	12,600,000	-	12,600,000		
TOTAL	\$ 14,853,700	\$ -	\$ 14,853,700	TOTAL	\$ -

PROJECT TITLE: Dump Truck

PROJECT DESCRIPTION: Purchase of a 10 yard dump truck for biosolids, compost, & collections infrastructure maintenance & operations at our Hilltop & Downtown Wastewater Treatment Facilities.

PROJECT JUSTIFICATION: Wastewater operations transports & composts nearly 400 metric tons of biosolids annually. We are currently using a dump truck pulled from the auction line several years ago. This truck is beyond its useful life, & has become maintenance intensive.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	(700)
Construction/Maintenance	-	-	-		
Equipment & Furnishings	165,000	-	165,000		
Other	-	-	-		
TOTAL	\$ 165,000	\$ -	\$ 165,000	TOTAL	\$ (700)
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Operations Fund	165,000	-	165,000	Revenues	-
TOTAL	\$ 165,000	\$ -	\$ 165,000	TOTAL	\$ -

Wastewater Projects

PROJECT TITLE: Goldroad Avenue Sewer Replacement

PROJECT DESCRIPTION: Replacement of an existing 6" sewer main that is located within private property and installation of a new main in 3rd Street.

PROJECT JUSTIFICATION: This project will remove a City main from private property and reduce maintenance frequency.

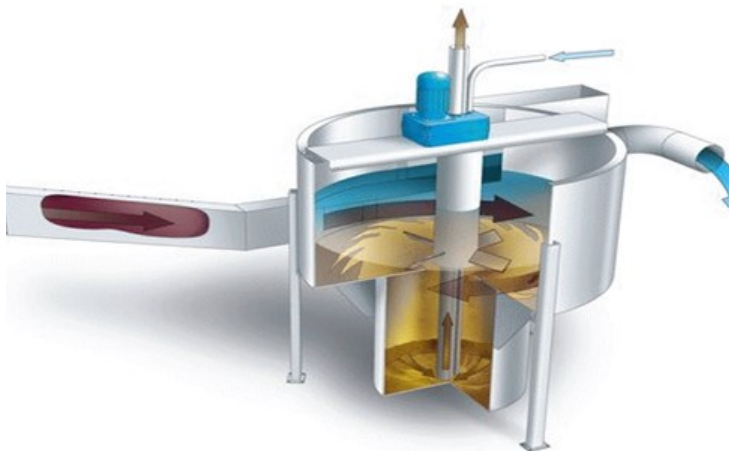


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	600
Construction/Maintenance	200,000	-	200,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ 600
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	200,000	-	200,000	Revenues	-
	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ -

PROJECT TITLE: Hilltop Plant Grit Removal Upgrade

PROJECT DESCRIPTION: Construct grit removal system prior to influent wet well.

PROJECT JUSTIFICATION: By constructing a grit removal system prior to the influent wet well this will significantly increase the life of our five (5) influent pumps which currently experience increased wear as a direct result of grit entering the wet well.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	80,000	-	80,000	Utilities & Maintenance Costs	-
Construction/Maintenance	-	500,000	500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 80,000	\$ 500,000	\$ 580,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Capital Renewal Fund	80,000	500,000	580,000	Revenues	-
	-	-	-		
TOTAL	\$ 80,000	\$ 500,000	\$ 580,000	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Reclaimed Water Injection

PROJECT DESCRIPTION: Reclaimed water recharge well allows for effective re-use of reclaimed water to recharge groundwater.

PROJECT JUSTIFICATION: This project will facilitate water conservation, reuse and water sustainability and aid in aquifer recharge.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	23,000
Construction/Maintenance	1,500,000	-	1,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,500,000	\$ -	\$ 1,500,000	TOTAL	\$ 23,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	1,500,000	-	1,500,000	Revenues	-
			-		
TOTAL	\$ 1,500,000	\$ -	\$ 1,500,000	TOTAL	\$ -

PROJECT TITLE: Sewer Extension Capital Projects

PROJECT DESCRIPTION: This ongoing Capital Program would extend sewer lines to various areas depending on the greatest needs. It is expected that areas with the greatest amount of septic failures would be the highest priority.

PROJECT JUSTIFICATION: Extending sewer mains into developed areas with existing septic systems should be a high priority.



<u>Construction/Maintenance</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	10,000
Construction/Maintenance	650,000	2,600,000	3,250,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 650,000	\$ 2,600,000	\$ 3,250,000	TOTAL	\$ 10,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	650,000	2,600,000	3,250,000	Revenues	5,000
			-		
TOTAL	\$ 650,000	\$ 2,600,000	\$ 3,250,000	TOTAL	\$ 5,000

Wastewater Projects (cont.)

PROJECT TITLE: System Repair and Replacement

PROJECT DESCRIPTION: Deteriorated line replacement/ repair to reduce liability, line leakage and infiltration.

PROJECT JUSTIFICATION: This project would address necessary repair of leaking sewer lines, regulatory compliance of the collection system, reduction of storm-water infiltration into collections system, and maintenance of treatment plant operations.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	600,000	2,400,000	3,000,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 600,000	\$ 2,400,000	\$ 3,000,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Capital Renewal Fund	600,000	2,400,000	3,000,000	Revenues	-
			-		
TOTAL	\$ 600,000	\$ 2,400,000	\$ 3,000,000	TOTAL	\$ -

PROJECT TITLE: Wood Chipper

PROJECT DESCRIPTION: Purchase of an industrial wood chipper to compost nearly 400 metric tons of biosolids annually.

PROJECT JUSTIFICATION: Currently staff budgets \$60k annually to rent a large industrial tub grinder. Purchasing a unit suitable to current production & employed on a routine basis should dramatically decrease or eliminate the need for the rental unit.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	(25,500)
Construction/Maintenance	-	-	-		
Equipment & Furnishings	150,000	-	150,000		
Other	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ (25,500)
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wastewater Operations Fund	150,000	-	150,000	Revenues	-
	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -

Water Projects

PROJECT TITLE: Automated Meter Reading

PROJECT DESCRIPTION: Water meter replacement program. Meter testing and calibration program used to prioritize the replacement of source and customer meters, and transition to automated meter reading. This will be a multi-year replacement program with radio infrastructure in FY23.

PROJECT JUSTIFICATION: This project will aid in water conservation, customer service, and potential of revenue increase.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	300,000	1,520,000	1,820,000		
Other	-	-	-		
TOTAL	\$ 300,000	\$ 1,520,000	\$ 1,820,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	300,000	1,200,000	1,500,000	Revenues	-
			-		
TOTAL	\$ 300,000	\$ 1,200,000	\$ 1,500,000	TOTAL	\$ -

PROJECT TITLE: City Well 10 Pump & Motor

PROJECT DESCRIPTION: A 600hp motor and 1,900gpm pump for City Well 10, east side water distribution, includes waterline to east-bench, transmission main and backup power.

PROJECT JUSTIFICATION: This project will provide for east bench water demand resiliency and water supply capacity for growth areas as identified in the Water Master Plan.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	145,000
Construction/Maintenance	2,750,000	-	2,750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 2,750,000	\$ -	\$ 2,750,000	TOTAL	\$ 145,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	2,750,000	-	2,750,000	Revenues	-
			-		
TOTAL	\$ 2,750,000	\$ -	\$ 2,750,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Compact Backhoe/Loader

PROJECT DESCRIPTION: Purchase of a compact backhoe/loader.

PROJECT JUSTIFICATION: This will facilitate greater access to areas & easements with limited access for conventional excavation equipment, increase operator safety & ensure vital infrastructure integrity.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	500
Construction/Maintenance	-	-	-		
Equipment & Furnishings	70,000	-	70,000		
Other	-	-	-		
TOTAL	\$ 70,000	\$ -	\$ 70,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Water Operations Fund	70,000	-	70,000	Revenues	-
	-	-	-		
TOTAL	\$ 70,000	\$ -	\$ 70,000	TOTAL	\$ -

PROJECT TITLE: Distribution Lines

PROJECT DESCRIPTION: On-going waterline replacement/upgrade throughout service boundaries. Projects will consist of water lines which are "undersized", use outdated materials (steel and class 160 PVC) or don't meet fire flow requirements.

PROJECT JUSTIFICATION: Fire flow protection, water conservation, leak reduction, overtime expense reduction. Leak repair is major department expense and water loss reduces water revenues.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	300,000	300,000	600,000	Utilities & Maintenance Costs	6,204
Construction/Maintenance	1,500,000	2,500,000	4,000,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,800,000	\$ 2,800,000	\$ 4,600,000	TOTAL	\$ 6,204
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	1,800,000	2,800,000	4,600,000	Revenues	-
TOTAL	\$ 1,800,000	\$ 2,800,000	\$ 4,600,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Drought Contingency Plan

PROJECT DESCRIPTION: Develop a Drought Management Plan to identify and evaluate water drought counter-measures, establish an implementation strategy and set management goals. The plan would also identify and prioritize aquifer recharge projects.

PROJECT JUSTIFICATION: Plan recommendations would be necessary to prioritize projects for best return as well as to compete for grant funding opportunities. Grant application for this project is also planned.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	300,000	-	300,000	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 300,000	\$ -	\$ 300,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	300,000	-	300,000	Revenues	-
TOTAL	\$ 300,000	\$ -	\$ 300,000	TOTAL	\$ -

PROJECT TITLE: Dry Well Installation

PROJECT DESCRIPTION: This ongoing capital project will install drywells at various locations throughout the City.

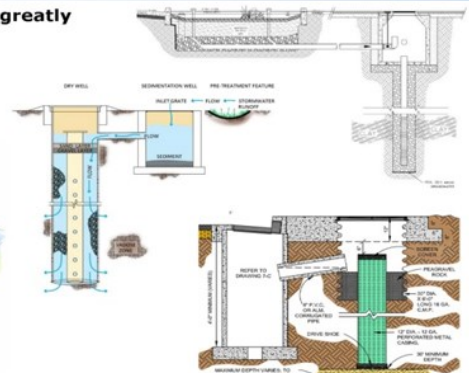
PROJECT JUSTIFICATION: Dry Wells are used to replenish groundwater by creating the facilities for infiltration of storm runoff.



Deep Infiltration Systems

• Drywells designs vary greatly

- Complex
- With pre-treatment
- Long life



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<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	50,000	200,000	250,000	Utilities and Maintenance Costs	5,000
Construction/Maintenance	300,000	1,200,000	1,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 350,000	\$ 1,400,000	\$ 1,750,000	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	350,000	1,400,000	1,750,000	Revenues	-
TOTAL	\$ 350,000	\$ 1,400,000	\$ 1,750,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Dump Truck

PROJECT DESCRIPTION: Purchase of a compact, non-CDL required, dump truck.

PROJECT JUSTIFICATION: This vehicle will facilitate access to easements not conducive to traditional equipment, increase operator safety, & improve efficiency.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	500
Construction/Maintenance	-	-	-		
Equipment & Furnishings	100,000	-	100,000		
Other	-	-	-		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Water Operations Fund	100,000	-	100,000	Revenues	-
	-	-	-		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -

PROJECT TITLE: Hydro-Excavation Trailer

PROJECT DESCRIPTION: Purchase of a new hydro-excavation trailer for Water Ops.

PROJECT JUSTIFICATION: This will add a trailer mounted hydro-excavation unit to the water operations fleet; facilitating greater access to areas & easements with limited access for conventional excavation equipment, increasing operator safety & ensuring vital infrastructure integrity.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	500
Construction/Maintenance	-	-	-		
Equipment & Furnishings	210,000	-	210,000		
Other	-	-	-		
TOTAL	\$ 210,000	\$ -	\$ 210,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Water Operations Fund	210,000	-	210,000	Revenues	-
	-	-	-		
TOTAL	\$ 210,000	\$ -	\$ 210,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Main Tank #4 Construction

PROJECT DESCRIPTION: This item is budgeted for the construction of Main Tank #4

PROJECT JUSTIFICATION: Rehabilitation of storage tanks is part of our regulatory compliance. New tank construction is a more efficient use for the system than an unknown rehabilitation project.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	1,400,000		1,400,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,400,000	\$ -	\$ 1,400,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	1,400,000		1,400,000	Revenues	-
			-		
TOTAL	\$ 1,400,000	\$ -	\$ 1,400,000	TOTAL	\$ -

PROJECT TITLE: Main Tanks Transmission Line Phase II

PROJECT DESCRIPTION: 2+ miles of a 24" ductile iron transmission main from Stockton Hill Road and Khan Drive to the Main Tanks farm. Direct transmission from Castle Rock booster station to the Main Tanks farm.

PROJECT JUSTIFICATION: This line will separate the transmission system from the distribution system, regulate pressures, and reduce leaks. This project will generate savings from leak reduction.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	10,000	-	10,000	Utilities and Maintenance Costs	7,798
Construction/Maintenance	1,869,500	-	1,869,500		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,879,500	\$ -	\$ 1,879,500	TOTAL	\$ 7,798
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Expansion Fund	1,879,500	-	1,879,500	Revenues	-
			-		
TOTAL	\$ 1,879,500	\$ -	\$ 1,879,500	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Northridge Storage Tank

PROJECT DESCRIPTION: Construct new water storage tank per City of Kingman Master Plan Project 5.7.3 Project #3

PROJECT JUSTIFICATION: This project would provide flow to the Foothills zone and have enough source and storage to deliver flow to future development with adequate pressures.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	225,000	-	225,000	Utilities and Maintenance Costs	33,000
Construction/Maintenance	-	3,690,900	3,690,900		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 225,000	\$ 3,690,900	\$ 3,915,900	TOTAL	\$ 33,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Expansion Fund	225,000	3,690,900	3,915,900	Revenues	-
					-
TOTAL	\$ 225,000	\$ 3,690,900	\$ 3,915,900	TOTAL	\$ -

PROJECT TITLE: Pumping Equipment

PROJECT DESCRIPTION: Replacement of aging pumps, motors, generators, natural gas engines, and electrical equipment.

PROJECT JUSTIFICATION: Replacing well site electric services and controller cabinets, rehab pump and column pipe, and replace motors as needed.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	200,000	400,000	600,000		
Other	-	-	-		
TOTAL	\$ 200,000	\$ 400,000	\$ 600,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	200,000	400,000	600,000	Revenues	-
					-
TOTAL	\$ 200,000	\$ 400,000	\$ 600,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Purple Pipe Distribution System

PROJECT DESCRIPTION: Design and construction of reclaimed water distribution system to irrigate downtown parks.

PROJECT JUSTIFICATION: The use of reclaim water for irrigation saves drinking water for future potable use.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	320,000	-	320,000	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 320,000	\$ -	\$ 320,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	320,000	-	320,000	Revenues	-
TOTAL	\$ 320,000	\$ -	\$ 320,000	TOTAL	\$ -

PROJECT TITLE: Santa Rosa Transmission Line

PROJECT DESCRIPTION: 2.5+ miles of transmission main from Washington St to Santa Rosa Dr. This project will help feed water to the hospital area and will create a clear zone separation between the Main Tank Zone and the Rattlesnake Zone. The project will also replace a portion of an existing 12" main.

PROJECT JUSTIFICATION: Adjusting pressure zones to match the recommendations in the Water Master Plan will eliminate pressure reducing valves and optimize pumping.



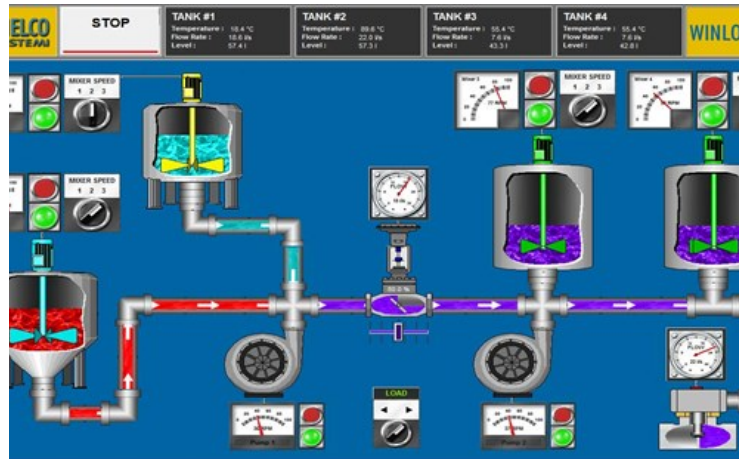
<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	200,000	-	200,000	Utilities and Maintenance Costs	8,712
Construction/Maintenance	3,850,000	-	3,850,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 4,050,000	\$ -	\$ 4,050,000	TOTAL	\$ 8,712
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Debt Proceeds	2,835,000	-	2,835,000	Revenues	-
Water Expansion Fund	1,215,000	-	1,215,000		
TOTAL	\$ 4,050,000	\$ -	\$ 4,050,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: SCADA Panel and Software Upgrade

PROJECT DESCRIPTION: Upgrade current outdated and antiquated SCADA hardware and software located at well sites, booster sites, and tank sites.

PROJECT JUSTIFICATION: System upgrades will replace outdated hardware, provide consistency, increase diversity across 1Water SCADA platforms, and ensure system operational efficiency



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	150,000	600,000	750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	150,000	600,000	750,000	Revenues	-
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -

PROJECT TITLE: Storage Tank Inspection

PROJECT DESCRIPTION: Water storage tank rehabilitation program including tank rehabilitation and city wide cathodic protection inspections and upgrades. Beale Springs, Foothills, and Castle Rock tanks have been rehabilitated.

PROJECT JUSTIFICATION: Inspection aids in budgeting for rehabilitation projects. Rehabilitation of storage tanks is part of our regulatory compliance.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	100,000	200,000	300,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ 200,000	\$ 300,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	100,000	200,000	300,000	Revenues	-
TOTAL	\$ 100,000	\$ 200,000	\$ 300,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Surge Tanks

PROJECT DESCRIPTION: Design and Installation of surge tanks to protect booster pumps from water hammer damage.

PROJECT JUSTIFICATION: Surge tanks aid in alleviation of pressure fluctuations and hammer on the system leading to leaks and breaks.

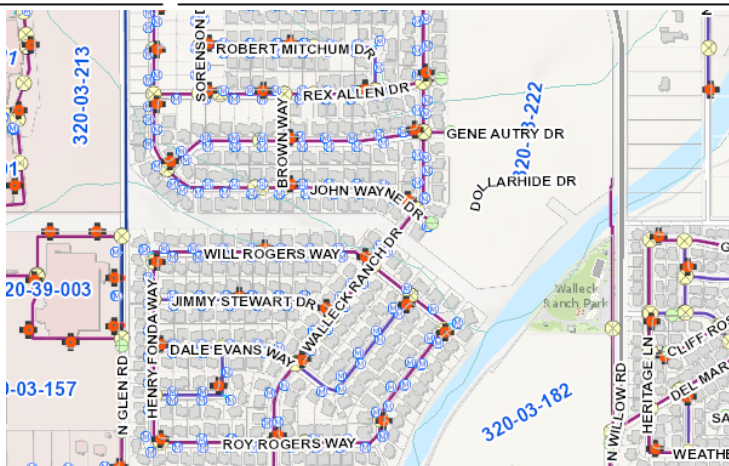


<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	750
Construction/Maintenance	230,000	-	230,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 230,000	\$ -	\$ 230,000	TOTAL	\$ 750
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	230,000	-	230,000	Revenues	-
TOTAL	\$ 230,000	\$ -	\$ 230,000	TOTAL	\$ -

PROJECT TITLE: Walleck Ranch Distribution Improvements

PROJECT DESCRIPTION: Design and construction of 1,515 feet of 12-inch water line, and addition of a pressure reducing valve in the Walleck Ranch area.

PROJECT JUSTIFICATION: This project was a recommendation of the Water Master Plan Update to ensure stable water pressures and provide service redundancy in the Walleck Ranch area.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	64,000	64,000	Utilities & Maintenance Costs	1,000
Construction/Maintenance	-	361,000	361,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 425,000	\$ 425,000	TOTAL	\$ 1,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	-	425,000	425,000	Revenues	-
TOTAL	\$ -	\$ 425,000	\$ 425,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Water Line Leak Detection

PROJECT DESCRIPTION: This project would partner with a contractor who specializes in leak detection to assist in identifying areas & infrastructure prone to leaks.

PROJECT JUSTIFICATION: The project will assist in identifying areas & infrastructure prone to leak(s) with the goal of a reduction/mitigation of water loss.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	75,000	75,000	150,000		
Other	-	-	-		
TOTAL	\$ 75,000	\$ 75,000	\$ 150,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	75,000	75,000	150,000	Revenues	-
			-		
TOTAL	\$ 75,000	\$ 75,000	\$ 150,000	TOTAL	\$ -

PROJECT TITLE: Water System Loss Audit

PROJECT DESCRIPTION: Completion of a non-revenue water system audit as well as prioritization of projects that will mitigate water system loss.

PROJECT JUSTIFICATION: To analyze and identify water loss in our system based on previous and current water audit findings.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	100,000	50,000	150,000	Utilities & Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ 50,000	\$ 150,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	100,000	50,000	150,000	Revenues	-
			-		
TOTAL	\$ 100,000	\$ 50,000	\$ 150,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Well Site Evaluation

PROJECT DESCRIPTION: This phase will include evaluations of potential well and recharge locations in the Hualapai Sub Basin, and Sacramento Valley Basins. Drilling test holes and a study to locate optimal locations for future reclaimed water recharge wells. This project will also fund an evaluation for increased production in Downtown wells.

PROJECT JUSTIFICATION: This project will facilitate water conservation, reuse, aid in aquifer recharge, and water sustainability.



<u>Budgeted Project Costs</u>	<u>2022</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	175,000	200,000	375,000	Utilities & Maintenance Costs	-
Construction/Maintenance	200,000	400,000	600,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 375,000	\$ 600,000	\$ 975,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	375,000	600,000	975,000	Revenues	-
			-		
TOTAL	\$ 375,000	\$ 600,000	\$ 975,000	TOTAL	\$ -

Future Projects Summary

PROJECT DESCRIPTION	Dollar Amount
FACILITIES/EQUIPMENT/SYSTEMS	
Facilities	
Facilities Condition Assessment	100,000
Public Works Conference Room Design	175,000
Fleet	
Bulk Fluid System	60,000
TOTAL FACILITIES/EQUIPMENT/SYSTEMS	\$ 335,000
PARKS & RECREATION PROJECTS	
Centennial Fields Light Replacement	650,000
Lewis Kingman Park Restroom	210,000
Locomotive Park Restrooms	220,000
Park Site Acquisition	600,000
Parks and Rec General Renovation	1,102,320
TOTAL PARKS & RECREATION	\$ 2,782,320
STREET PROJECTS	
Andy Devine Rockfall Mitigation	1,600,000
Eastern Street Improvements - Calumet to Pasadena	7,287,275
Hualapai Mountain Rd-Seneca to Fripps	321,000
Left Turn Signal Upgrades	1,000,000
North Glen Road	3,500,000
Pavement Preservation	9,255,151
Santa Rosa Blvd	3,650,000
Southern Ave-Eastern to Seneca	6,350,000
Stockton Hill Road Design Concept	650,000
Stockton Hill Road Widening	1,900,000
Street Sweeper	300,000
Traffic Signal Cabinet Upgrades	1,250,000
TOTAL STREET IMPROVEMENTS	\$ 37,063,426
STORMWATER	
Anson Smith Channel/Basin	4,142,758
Beverly Ave	1,026,500
Bull Mountain Drainage Channel (Full Improvements)	2,995,000
Coronado Drainage Improvements	212,000
Fairgrounds Storm Drain	2,410,000
Harrod Ave Basin Upgrades	242,159
Hualapai Foothills (Omaha/Southern)	399,049
Irving Street Drainage	275,000
Lillie at Van Buren Drainage	51,000
Longview Wash	255,000
Metwell Drainage Improvements	155,000
Railroad Drainage channel	9,000,000
Rutherford Drainage	305,000
Shane Channel	1,537,758
Southern Ave. Storm Drain	580,000
Southern Vista Subdivision and Steamboat Dr.	500,000
Sycamore Storm Drain	250,000
Western Ave-Beverly to Sycamore	950,600
TOTAL STORMWATER	\$ 25,286,824
WASTEWATER	
Andy Devine Sewer	735,000
Beverly-Berk Sewer	782,140
Broadway / Market Street	685,000
Jagerson Sewer Parallel PH2	1,966,297
Marlene/Van Buren Parallel	856,000
North Skylark Sewer	632,500
Pasadena Sewer	189,750
Sage Street Interceptor	4,725,000
South Kingman Sewer (PH2 & 3)	1,150,000
Tucker St. Realignment	126,500
Valentine Ave. Sewer Line Extension	189,750
Washington Eastern Parallel	3,612,374
TOTAL WASTEWATER	\$ 15,650,311
WATER	
Castlerock Building	275,000
TOTAL WATER	\$ 275,000
TOTAL ALL FUTURE PROJECTS	\$ 81,392,881



Debt

Debt Capacity Analysis—Arizona Constitutional Limit

Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, sewer, light, parks and open space, transportation and public safety purposes may not exceed 20% of a municipality's net assessed valuation, nor may outstanding general obligation bonded debt for all other purposes exceed 6% of a municipality's net assessed valuation. The City of Kingman doesn't have any general outstanding obligation debt at this time.

The City of Kingman's net valuation for FY2021-22 is \$237,929,967. This is based on the Mohave County Levy Limit Values as of January 25, 2021.

20% Debt Margin Limit	\$ 47,585,993
Bonded Debt Outstanding:	\$ -
Unused 20% Limitation Borrowing Capacity:	\$ 47,585,993
6% Debt Margin Limit:	\$ 14,275,798
Bonded Debt Outstanding:	\$ -
Unused 20% Limitation Borrowing Capacity:	\$ 14,275,798

Debt by Type

General Obligation Bonds

The City does not currently have any general obligation bonds outstanding. General obligation bonds are full faith and credit bonds, secured by ad valorem taxes levied without limit against all taxable property within the City. The issuance of general obligation bonds, and the projects funded by general obligation bonds require voter approval.

Excise Tax Revenue Bonds

The City may issue debt secured by a pledge of excise taxes and state-shared revenue. The City's bond rating for Excise Tax Bonds was recently upgraded by S&P and Fitch to "AA". The City will issue debt on July 1, 2021 to pay down its unfunded pension liability. The total principal amount as of July 1, 2021 will be \$38,755,000 and will be secured by excise taxes and state-shared revenues. The final maturity date of the issuance is July 15, 2037. This is the only debt issuance that will be secured by excise tax revenues.

Improvement District Bonds

Improvement District bonds issued by the City are secured by special assessments levied upon the real property included within the improvement district. These bonds do not constitute a general obligation of the City and are not backed by the general taxing power. However, the City is contingent liable for the payments on the properties within the improvement district in the event the property owners do not make their payments.

The City currently has one outstanding issue of improvement district bonds. This issue is rated BBB.

Debt

Debt by Type (cont.)

Kingman Airport Tract/Banks Airport Addition Improvement District - Improvement District Bonds - Private
\$6,325,000 was issued on November 1, 2008 with a 7.25% interest rate and a final maturity date of January 1, 2025.

Water Infrastructure Finance Authority Loans

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent agency of the state of Arizona authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities and projects. Generally, WIFA offers borrowers below market interest rates on loans for up to 100% of eligible project costs.

The City has two WIFA loans, both secured by a pledge of revenues from the Wastewater funds. Total outstanding principal balance as of June 30, 2021 is \$8,154,472 for the Downtown Wastewater Treatment Plant loan and \$13,213,161 for the Hilltop Wastewater Treatment Plant loan. The final maturity date is July 1, 2030 and July 1, 2028, respectively.

Other Loans/Debt

The City utilizes 5-year lease purchase agreements for citywide vehicles. This type of financing was implemented at the end of Fiscal Year 2019-20.



Glossary

ACCRUAL BASIS. Accounting basis which records the effect of transactions in the period in which they were earned or liability incurred, rather than the period the cash is received or paid.

ANNUAL BUDGET. A budget that applies to a single fiscal year (July 1st through June 30th).

APPROPRIATION. A legal authorization granted by the City Council to incur expenditures and obligations for a specific period.

ASSESSED VALUATION. A valuation upon real estate as a basis for levying taxes.

ASSET. Anything having a commercial or exchange value.

BASIS OF ACCOUNTING. A term used to refer to when revenues, expenditures, transfers and their related assets and liabilities are recognized and reported within the financial statements. See the Fund Structure for more information.

CAPITAL IMPROVEMENTS PLAN. Also referred to as CIP. A separate budgetary process that occurs to appropriate funds for projects that are capital in nature and generally financed by long-term debt.

CAPITAL ASSETS. Long-lived tangible assets obtained as a result of capital outlay or other event such as a donation. Examples include land, buildings, improvements and equipment.

CAPITAL OUTLAY. Expenditures resulting in the addition or acquisition of assets to the City, generally in excess of \$5,000 with a service life of greater than one year.

CONSTANT DOLLARS. Dollars adjusted for inflation using a specified year as the base year in order to ascertain actual purchasing power over a period of time.

DEBT. An obligation of the City resulting from borrowing money in the form of bonds or capital leases. Can also refer to unpaid purchases of goods and services.

DEBT LIMIT. The maximum amount of debt legally permitted.

DEBT SERVICE. The payment of principal and interest on outstanding debt.

DEFERRED REVENUE. Amounts for which asset recognition has been met, but for which revenue recognition has not been met. For example, under the modified accrual basis of accounting, amounts that are measurable, but not available (not collected within 60 days after fiscal year end).

DEFICIT. Relating to financial position (1) excess of liabilities of a fund over its assets. Relating to operations (2) the excess of actual expenditures over actual revenues during a fiscal year.

DEFICIT SPENDING. Excess of expenditures over revenue. The net loss lowers fund balance.

DEPRECIATION. The apportionment of the cost of a capital asset expensed over the number of years of its estimated useful life.

ENCUMBRANCES. Commitments related to unperformed contracts for goods or services. Used in budgetary control, they represent the estimated amount of expenditures to result when unperformed contracts are completed.

Glossary (cont.)

ENTERPRISE FUND. A fund established to account for activities operated in a manner similar to the private sector and supported primarily by user fees. Such funds include Water, Wastewater, Solid waste, Airport, Stormwater and Internal Service Funds. Internal Service Funds are similar in nature to enterprise funds, with the City as the main customer.

ESTIMATED REVENUES. The budgetary estimates of revenue to be received.

EXPENDITURES. The measurement of net decreases in financial resources within governmental funds. This includes current operating expenses, debt service and capital outlays.

FISCAL YEAR. A 12 month period to which the annual operating budget applies and at the end of which the City determines its financial position and results of operations.

FLSA. Fair Labor Standards Act is a federal statute of the United States that establishes standards and definitions for a variety of employment related rules.

FUND. A fiscal and accounting entity with a self balancing set of accounts for recording results of operations and reflecting related assets and liabilities.

FUND BALANCE. The accumulated equity balance in a governmental fund resulting from operations over the years. This is the difference between fund assets and fund liabilities.

GASB. Governmental Accounting Standards Board is the source of generally accepted accounting principles (GAAP) used by State and Local governments in the United States.

GENERAL FUND. A fund used to account for basic governmental services supported generally by taxes. Accounts for all financial resources not required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to local governments is the Governmental Accounting Standards Board (GASB).

INTERNAL SERVICE FUND. A fund used to account for the services provided by one department to other departments on a cost reimbursement basis.

LIABILITIES. Claims arising from present obligations to transfer assets or provide services in the future resulting from past transactions or events.

MODIFIED ACCRUAL BASIS. Accounting basis under which revenues are recognized when they become measurable and available. Expenditures are recognized when the fund liability is incurred, except for long-term debt interest, which is recognized when due.

NOMINAL DOLLARS. Dollars *unadjusted* for inflation.

PROPRIETARY FUND TYPE. The classification used to account for a government's ongoing activities that are similar to those found in the private sector and whose operations are financed primarily by user fees.

RETAINED EARNINGS. The accumulated equity balance in an enterprise or internal service fund resulting from operations over the years.

RIF. Reduction in force.

SPECIAL REVENUE FUND. A fund used to account for the proceeds of specific revenues that are legally restricted to expenditure for specific purposes.

Glossary (cont.)

TAX LEVY. An annual amount of secondary taxes imposed by the City on property owners in support of payment of General Obligation bonds when voter approved. (City of Kingman does *NOT* have a primary property tax levy and currently has no outstanding G.O. bonds).

TAX RATE. The rate per \$1,000 of assessed valuation of property used to calculate the tax assessment of a parcel of property. The rate is derived by dividing the amount to be raised in taxes by the total assessed value of the City divided by 1000.

USE OF FUND BALANCE. Term used for budgetary purposes to reflect the amount budgeted expenditures (appropriations) exceed estimated revenues. This budgeted net loss is financed by use of a fund balance available from previous fiscal years. For accounting purposes, this is not considered revenue.

WIFA. Water Infrastructure Financing Authority is an independent agency of the state of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest rates on loans. As a "bond bank," WIFA is able to issue water quality bonds on behalf of communities for basic water infrastructure. Through active portfolio and financial management, WIFA provides significant savings due to lower interest rates and no closing costs. WIFA is able to lower a borrower's interest costs to between 70 and 95% of WIFA's tax-exempt cost of borrowing. WIFA's principal tools for providing low interest financial assistance include the Clean Water Revolving Fund for publicly held wastewater treatment projects and the Drinking Water Revolving Fund for both publicly and privately held drinking water systems.



STATE EXPENDITURE FORMS

Schedule A

City of KINGMAN
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal year 2022

Fiscal year	S c h	Funds							
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2021 Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	32,922,076	25,041,706	873,929	89,454,331		61,708,902	12,753,307	222,754,251
2021 Actual Expenditures/Expenses**	E 2	27,130,737	8,966,978	463,930	2,629,057		28,723,609	11,145,246	79,059,557
2022 Fund Balance/Net Position at July 1***	3								
2022 Primary Property Tax Levy	B 4								
2022 Secondary Property Tax Levy	B 5								
2022 Estimated Revenues Other than Property Taxes	C 6	39,384,274	24,648,179	231,000	69,409,075		30,779,429	13,037,876	177,489,833
2022 Other Financing Sources	D 7	38,755,000	0	0	12,383,874		5,888,700	0	57,027,574
2022 Other Financing (Uses)	D 8	0	0	0	0		0	0	0
2022 Interfund Transfers In	D 9	2,427,937	4,406,647	3,316,160	15,045,785		19,215,061	290,000	44,701,590
2022 Interfund Transfers (Out)	D 10	21,754,677	804,823	683,421	24,290		21,080,531	353,848	44,701,590
2022 Line 11: Reduction for Fund Balance Reserved for Future Budget Year Expenditures									
Maintained for Future Debt Retirement									0
Maintained for Future Capital Projects									0
Maintained for Future Financial Stability									0
									0
									0
2022 Total Financial Resources Available	12	58,812,534	28,250,003	2,863,739	96,814,444		34,802,659	12,974,028	234,517,407
2022 Budgeted Expenditures/Expenses	E 13	65,399,715	30,262,892	3,951,984	92,393,953		67,040,835	15,171,240	274,220,619

Expenditure Limitation Comparison

1 Budgeted expenditures/expenses
2 Add/subtract: estimated net reconciling items
3 Budgeted expenditures/expenses adjusted for reconciling items
4 Less: estimated exclusions
5 Amount subject to the expenditure limitation
6 EEC expenditure limitation

2021	2022
\$ 222,754,251	\$ 274,220,619
222,754,251	274,220,619
173,021,076	165,448,442
\$ 49,733,175	\$ 108,772,177
\$ 50,008,149	\$ 109,250,266

☒ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

STATE EXPENDITURE FORMS

Schedule C

City of KINGMAN Revenues Other than Property Taxes Fiscal Year 2022

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
General Fund			
Local taxes			
Transaction Privilege Tax	\$ 16,551,310	\$ 22,438,608	\$ 21,807,314
Room Tax	508,801	507,346	514,956
Licenses and permits			
Utility Franchise Tax	684,737	792,681	796,644
Business Licenses	92,405	76,446	82,203
Building Permits	589,668	992,786	767,418
Intergovernmental			
State Transaction Privilege Tax	2,651,022	3,480,816	3,495,746
State Revenue Sharing	4,402,833	4,432,205	4,046,451
AZ Cares		3,296,258	
American Rescue Plan			3,700,000
Charges for services			
Golf Course Fees	913,207	1,214,473	1,087,875
Parks & Recreation Fees	294,491	266,464	316,486
General Government	240,369	234,915	222,321
Fines and forfeits			
Magistrate Court	285,526	287,219	284,697
Interest on investments			
Interest Earnings	31,776	12,860	18,219
In-lieu property taxes			
Auto Lieu Tax	1,503,867	2,466,720	2,243,944
Total General Fund	\$ 28,750,012	\$ 40,499,797	\$ 39,384,274
Special Revenue Funds			
HURF State Fuel Tax	\$ 2,676,885	\$ 3,209,656	\$ 3,091,055
Restaurant & Bar Tax	820,894	974,336	927,671
Miscellaneous	4,957	9,776	2,151
	\$ 3,502,736	\$ 4,193,768	\$ 4,020,877
Transit System Fund	\$ 671,012	\$ 864,520	\$ 661,394
Court Special Revenue Funds	15,528	10,376	13,000
Grants Fund	24,136,367	3,231,401	19,703,074
Powerhouse Fund	237,853	185,146	249,834
Improvement District Repayment Fund	671	150	
	\$ 25,061,431	\$ 4,291,593	\$ 20,627,302
Total Special Revenue Funds	\$ 28,564,167	\$ 8,485,361	\$ 24,648,179

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

STATE EXPENDITURE FORMS

Schedule C (cont.)

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Debt Service Funds			
Improvement District Debt Service	\$ 241,400	\$ 429,836	\$ 231,000
Total Debt Service Funds	\$ 241,400	\$ 429,836	\$ 231,000
Capital Projects Funds			
Small Impr Dist Const	\$ 563	\$ 38	\$ 188
Capital Projects	821,644	511,490	902,529
Pavement Preservation		5,161	
Kingman Crossing		1,230	
Rancho Santa Fe		1	
I-11 East Kingman Connection	36,293,018	6,780	38,506,358
Dross Site Clean-Up	30,000,000		30,000,000
Total Capital Projects Funds	\$ 67,115,225	\$ 524,700	\$ 69,409,075
Enterprise Funds			
Water Operating	\$ 6,960,791	\$ 7,524,460	\$ 7,825,182
Water Capital Renewal	910,320	963,306	991,792
Water Expansion	781,612	1,626,823	1,301,807
Colorado River Water	9,400	3,435	2,951
	\$ 8,662,123	\$ 10,118,024	\$ 10,121,732
Wastewater Operating	\$ 8,442,402	\$ 9,321,959	\$ 9,638,753
Wastewater Capital Renewal	128,910	137,379	142,104
Wastewater Expansion	385,853	1,005,293	883,528
	\$ 8,957,165	\$ 10,464,631	\$ 10,664,385
Solid Waste	\$ 3,671,125	\$ 3,850,706	\$ 4,075,884
	\$ 3,671,125	\$ 3,850,706	\$ 4,075,884
Airport	\$ 1,935,629	\$ 1,380,225	\$ 1,631,486
Airport Grants		3,254,038	3,684,891
	\$ 1,935,629	\$ 4,634,263	\$ 5,316,377
Stormwater	\$ 552,981	\$ 600,000	\$ 601,051
Stormwater Grants		154,987	
	\$ 552,981	\$ 754,987	\$ 601,051
Total Enterprise Funds	\$ 23,779,023	\$ 29,822,611	\$ 30,779,429

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

STATE EXPENDITURE FORMS

Schedule C (cont.)

Source of revenues	Estimated revenues 2021	Actual revenues* 2021	Estimated revenues 2022
Internal Service Funds			
Dispatch Center	\$ 1,540,800	\$ 1,539,958	\$ 1,670,895
Fleet Services	1,099,169	1,099,315	1,768,541
Fleet Facility Capital Reserve	44,240	42,671	44,264
Building Maintenance	996,313	994,789	1,696,305
Insurance Services	397,940	549,307	377,376
Information Technology	1,165,952	1,165,994	1,996,623
Benefits Reserve	5,029,141	4,877,288	5,483,872
Total Internal Service Funds	\$ 10,273,555	\$ 10,269,322	\$ 13,037,876
Total all Funds	\$ 158,723,382	\$ 90,031,627	\$ 177,489,833

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

STATE EXPENDITURE FORMS

Schedule D

City of KINGMAN

Other Financing Sources/(Uses) and Interfund Transfers

Fiscal year 2022

Fund	Other financing 2022		Interfund transfers 2022	
	Sources	(Uses)	In	(Out)
General Fund				
	\$	\$	\$	\$
PSPRS Unfunded Liability Bonds	38,755,000		2,427,937	21,754,677
Total General Fund	\$ 38,755,000	\$	\$ 2,427,937	\$ 21,754,677
Special Revenue Funds				
Highway User's Rev Fund	\$	\$	3,080,363	621,950
Transit System Fund			200,000	
Grants			201,755	182,873
Powerhouse			924,529	
Total Special Revenue Funds	\$	\$	\$ 4,406,647	\$ 804,823
Debt Service Funds				
Improvement Dist Debt	\$	\$	676,651	683,421
PSPRS Debt			2,639,509	
Total Debt Service Funds	\$	\$	\$ 3,316,160	\$ 683,421
Capital Projects Funds				
Capital Projects	\$	\$	12,045,785	20,000
I-11 East Kingman Connection	12,383,874		3,000,000	
Kingman Crossing				1,231
Rancho Santa Fe				3,059
Total Capital Projects Funds	\$ 12,383,874	\$	\$ 15,045,785	\$ 24,290
Enterprise Funds				
Water Operating	\$	\$	1,456,569	1,408,662
Water Capital Renewal	3,635,000		1,240,500	11,984
Water Expansion				1,240,500
Wastewater Operating			92,822	16,310,224
Wastewater Capital Renewal			1,000,000	2,630
Wastewater Expansion	2,253,700		14,000,000	
Solid Waste				419,064
Airport				1,640,014
Airport Grants			273,170	
Airport Projects			1,152,000	
Stormwater				47,453
Total Enterprise Funds	\$ 5,888,700	\$	\$ 19,215,061	\$ 21,080,531
Internal Service Funds				
Dispatch Center	\$	\$		159,592
Fleet Services				168,724
Fleet Projects			140,000	
Building Maintenance				25,532
Benefits Reserve			150,000	
Total Internal Service Funds	\$	\$	\$ 290,000	\$ 353,848
Total all Funds	\$ 57,027,574	\$	\$ 44,701,590	\$ 44,701,590

STATE EXPENDITURE FORMS

Schedule E

City of KINGMAN
Expenditures/Expenses by Fund
Fiscal year 2022

Fund/Department	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
General Fund				
Office of the Mayor/Council	\$ 233,823	\$	\$ 163,395	\$ 208,713
Magistrate	1,344,549		1,192,834	1,461,263
City Manager	423,845		369,898	467,735
City Attorney	946,715		848,434	1,030,167
City Clerk	300,420	27,500	320,611	309,506
Finance	1,176,037		1,151,666	1,320,524
Human Resources	564,088		459,186	700,581
Risk Management	237,421		167,464	236,960
Community Development	1,410,866	(27,500)	1,277,665	1,603,134
Police	10,970,771		9,604,998	10,261,044
Fire	7,507,922	(6,989)	7,045,364	7,033,907
Fire Stations	92,000		92,965	
Recreation	576,869	(4,500)	383,162	650,549
Pools	422,791	(2,500)	362,736	492,119
Golf	1,342,665	(6,000)	1,286,505	1,533,556
Parks	2,024,797	13,000	1,729,567	2,291,972
Economic Development	803,486		674,287	761,390
PSPRS Unfunded Liability				33,336,539
Debt Issuance				700,056
Contingency	2,550,000			1,000,000
Total General Fund	\$ 32,929,065	\$ (6,989)	\$ 27,130,737	\$ 65,399,715
Special Revenue Funds				
Highway User's Rev Fund	\$ 4,928,547	\$	\$ 4,072,685	\$ 7,908,488
Transit System Fund	936,950		873,870	1,118,953
Court Special Revenue Fund	332,774		36,945	310,000
Powerhouse Fund	1,045,342		766,022	1,224,363
Improvement District Repayment F	81,594			80,374
Grants	24,681,473	(6,964,974)	3,217,456	19,620,714
Total Special Revenue Funds	\$ 32,006,680	\$ (6,964,974)	\$ 8,966,978	\$ 30,262,892
Debt Service Funds				
Improvement District Debt	\$ 873,929	\$	\$ 463,930	\$ 1,312,475
PSPRS Debt				2,639,509
Total Debt Service Funds	\$ 873,929	\$	\$ 463,930	\$ 3,951,984
Capital Projects Funds				
Capital Projects Fund	\$ 4,824,372	\$	\$ 1,989,057	\$ 14,496,627
Small Improvement District	350,000			376,111
I-11 East Kingman Connection	54,279,959		640,000	47,521,215
Dross Site Clean-Up	30,000,000			30,000,000
Total Capital Projects Funds	\$ 89,454,331	\$	\$ 2,629,057	\$ 92,393,953
Enterprise Funds				
Water Operating	\$ 8,898,891	\$	\$ 6,927,530	\$ 9,716,976
Water Capital Renewal	5,920,000		1,100,000	9,010,000
Water Expansion	4,848,500		2,231,601	2,604,500
Colorado River Water	4,665,000		508,410	4,605,000
Wastewater Operating	4,101,092		2,274,218	4,248,761
Wastewater Capital Renewal	1,913,250		91,900	1,521,955
Wastewater Expansion	16,561,068		7,743,022	23,312,444
Solid Waste	3,435,528		2,735,616	3,732,732
Airport	2,166,110		980,607	1,711,334
Airport Grants		6,921,963	3,386,310	4,000,133
Airport Capital Projects	350,000		175,000	1,152,000
Stormwater	1,877,500		386,120	1,425,000
Stormwater Grants		50,000	183,275	
Total Enterprise Funds	\$ 54,736,939	\$ 6,971,963	\$ 28,723,609	\$ 67,040,835
Internal Service Funds				
Dispatch Center	\$ 1,884,152	\$	\$ 1,301,176	\$ 2,255,343
Fleet Services	1,753,399		1,529,801	2,130,235
Fleet Capital				190,000
Building Maintenance	1,228,827		1,036,992	1,805,386
Insurance Services	900,000		665,000	962,000
Information Technology	1,506,568		1,325,332	2,132,473
Benefits Reserve	5,480,361		5,286,945	5,695,803
Total Internal Service Funds	\$ 12,753,307	\$	\$ 11,145,246	\$ 15,171,240
Total all Funds	\$ 222,754,251	\$	\$ 79,059,557	\$ 274,220,619

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

STATE EXPENDITURE FORMS

Schedule F

City of KINGMAN Expenditures/Expenses by Department Fiscal year 2022

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Office of the Mayor and Council				
General Fund	\$ 233,823	\$	\$ 163,395	\$ 208,713
Department Total	\$ 233,823	\$	\$ 163,395	\$ 208,713
Magistrate				
General Fund	\$ 1,344,549	\$	\$ 1,192,834	\$ 1,461,263
Court Special Revenue Funds	332,774		36,945	310,000
Department Total	\$ 1,677,323	\$	\$ 1,229,779	\$ 1,771,263
City Manager				
General Fund	\$ 423,845	\$	\$ 369,898	\$ 467,735
Department Total	\$ 423,845	\$	\$ 369,898	\$ 467,735
City Attorney				
General Fund	\$ 946,715	\$	\$ 848,434	\$ 1,030,167
Grants/Victim's Rights	7,010		7,010	7,010
Department Total	\$ 953,725	\$	\$ 855,444	\$ 1,037,177
City Clerk				
General Fund	\$ 300,420	\$ 27,500	\$ 320,611	\$ 309,506
Department Total	\$ 300,420	\$ 27,500	\$ 320,611	\$ 309,506
Finance				
General Fund	\$ 1,176,037	\$	\$ 1,151,666	\$ 1,320,524
Water Operating	937,786		879,728	1,030,219
Department Total	\$ 2,113,823	\$	\$ 2,031,394	\$ 2,350,743
Human Resources				
General Fund	\$ 564,088	\$	\$ 459,186	\$ 700,581
Insurance Services	900,000		665,000	962,000
Benefits Reserve	5,480,361		5,286,945	5,695,803
Department Total	\$ 6,944,449	\$	\$ 6,411,131	\$ 7,358,384
Risk Management				
General Fund	\$ 237,421	\$	\$ 167,464	\$ 236,960
Department Total	\$ 237,421	\$	\$ 167,464	\$ 236,960
Police				
General Fund	\$ 10,970,771	\$	\$ 9,604,998	\$ 10,261,044
Grants	9,844,465		2,731,382	12,641,132
Department Total	\$ 20,815,236	\$	\$ 12,336,380	\$ 22,902,176

STATE EXPENDITURE FORMS

Schedule F (cont.)

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Fire				
General Fund	\$	\$	\$	\$
Fire	7,507,922	(6,989)	7,045,364	7,033,907
Fire Stations	92,000		92,965	
Community Development	1,410,866	(27,500)	1,277,665	1,603,134
Dispatch Center	1,884,152		1,301,176	2,255,343
Grants	943,000	6,989	302,586	1,193,000
Department Total	\$ 11,837,940	\$ (27,500)	\$ 10,019,756	\$ 12,085,384
Parks and Recreation				
General Fund	\$	\$	\$	\$
Recreation	576,869	(4,500)	383,162	650,549
Pools	422,791	(2,500)	362,736	492,119
Golf	1,342,665	(6,000)	1,286,505	1,533,556
Parks	2,024,797	13,000	1,729,567	2,291,972
Grants			30,000	100,000
Department Total	\$ 4,367,122	\$	\$ 3,791,970	\$ 5,068,196
Economic Development				
General Fund	\$	\$	\$	\$
Economic Development	803,486		674,287	761,390
Powerhouse Fund	1,045,342		766,022	1,224,363
Department Total	\$ 1,848,828	\$	\$ 1,440,309	\$ 1,985,753
PSPRS Unfunded Liability				
General Fund	\$	\$	\$	\$ 34,036,595
Department Total	\$	\$	\$	\$ 34,036,595
Contingency Reserve				
General Fund	\$ 2,550,000	\$	\$	\$ 1,000,000
Department Total	\$ 2,550,000	\$	\$	\$ 1,000,000
Engineering				
Water Operating	\$ 1,963,662	\$	\$ 1,701,847	\$ 2,264,767
Department Total	\$ 1,963,662	\$	\$ 1,701,847	\$ 2,264,767
Information Technology				
Information Technology	\$ 1,506,568	\$	\$ 1,325,332	\$ 2,132,473
Grants/Misc	6,533			6,533
Department Total	\$ 1,513,101	\$	\$ 1,325,332	\$ 2,139,006

STATE EXPENDITURE FORMS

Schedule F (cont.)

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Fire				
General Fund	\$	\$	\$	\$
Fire	7,507,922	(6,989)	7,045,364	7,033,907
Fire Stations	92,000		92,965	
Community Development	1,410,866	(27,500)	1,277,665	1,603,134
Dispatch Center	1,884,152		1,301,176	2,255,343
Grants	943,000	6,989	302,586	1,193,000
Department Total	\$ 11,837,940	\$ (27,500)	\$ 10,019,756	\$ 12,085,384
Parks and Recreation				
General Fund	\$	\$	\$	\$
Recreation	576,869	(4,500)	383,162	650,549
Pools	422,791	(2,500)	362,736	492,119
Golf	1,342,665	(6,000)	1,286,505	1,533,556
Parks	2,024,797	13,000	1,729,567	2,291,972
Grants			30,000	100,000
Department Total	\$ 4,367,122	\$	\$ 3,791,970	\$ 5,068,196
Economic Development				
General Fund	\$	\$	\$	\$
Economic Development	803,486		674,287	761,390
Powerhouse Fund	1,045,342		766,022	1,224,363
Department Total	\$ 1,848,828	\$	\$ 1,440,309	\$ 1,985,753
PSPRS Unfunded Liability				
General Fund	\$	\$	\$	\$ 34,036,595
Department Total	\$	\$	\$	\$ 34,036,595
Contingency Reserve				
General Fund	\$ 2,550,000	\$	\$	\$ 1,000,000
Department Total	\$ 2,550,000	\$	\$	\$ 1,000,000
Engineering				
Water Operating	\$ 1,963,662	\$	\$ 1,701,847	\$ 2,264,767
Department Total	\$ 1,963,662	\$	\$ 1,701,847	\$ 2,264,767
Information Technology				
Information Technology	\$ 1,506,568	\$	\$ 1,325,332	\$ 2,132,473
Grants/Misc	6,533			6,533
Department Total	\$ 1,513,101	\$	\$ 1,325,332	\$ 2,139,006

STATE EXPENDITURE FORMS

Schedule F (cont.)

Department/Fund	Adopted Budgeted Expenditures/ Expenses 2021	Expenditure/ Expense adjustments approved 2021	Actual Expenditures/ Expenses* 2021	Budgeted Expenditures/ Expenses 2022
Public Works				
Highway User's Rev Fund	\$ 4,928,547	\$	\$ 4,072,685	\$ 7,908,488
Transit System Fund	936,950		873,870	1,118,953
Grants/Misc	6,909,361	(50,000)	146,478	5,673,039
Water Operating	5,997,443		4,345,955	6,421,990
Water Capital Renewal	5,920,000		1,100,000	9,010,000
Water Expansion	4,848,500		2,231,601	2,604,500
Colorado River Water Fund	4,665,000		508,410	4,605,000
Wastewater Operating	4,101,092		2,274,218	4,248,761
Wastewater Capital Renewal	1,913,250		91,900	1,521,955
Wastewater Expansion	16,561,068		7,743,022	23,312,444
Solid Waste	3,435,528		2,735,616	3,732,732
Fleet Services	1,753,399		1,529,801	2,130,235
Fleet Capital				190,000
Building Maintenance	1,228,827		1,036,992	1,805,386
Stormwater	1,877,500		386,120	1,425,000
Stormwater Grants		50,000	183,275	
Airport Grants	6,971,104		3,386,310	4,000,133
Airport Fund	2,166,110		980,607	1,711,334
Airport Capital Projects	350,000		175,000	1,152,000
Department Total	\$ 74,563,679	\$	\$ 33,801,860	\$ 82,571,950
Debt Service				
Improvement District Debt	\$ 873,929	\$	\$ 463,930	\$ 1,312,475
PSPRS Debt				2,639,509
Department Total	\$ 873,929	\$	\$ 463,930	\$ 3,951,984
Capital Projects				
Capital Projects	\$ 4,824,372	\$	\$ 1,989,057	\$ 14,496,627
Small Improvement District	350,000			376,111
Improvement Dist Repmt	81,594			80,374
I-11 East Kingman Connection	54,279,959		640,000	47,521,215
Dross Site Clean-Up	30,000,000			30,000,000
Department Total	\$ 89,535,925	\$	\$ 2,629,057	\$ 92,474,327
Total All Funds	\$ 222,754,251	\$	\$ 79,059,557	\$ 274,220,619

Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

STATE EXPENDITURE FORMS

Schedule G

City of KINGMAN Full-Time Employees and Personnel Compensation Fiscal year 2022

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2022	2022	2022	2022	2022	2022
General Fund	224	\$ 13,882,820	\$ 1,701,519	\$ 2,655,145	\$ 1,264,743	\$ 19,504,227
Special Revenue Funds						
Highway User's Rev Fund	21	\$ 1,144,111	\$ 141,055	\$ 274,776	\$ 162,999	\$ 1,722,941
Transit System Fund	11	463,809	57,561	87,352	59,799	668,521
Powerhouse	4	292,696	26,122	53,722	23,227	395,767
Total Special Revenue Funds	36	\$ 1,900,616	\$ 224,738	\$ 415,850	\$ 246,025	\$ 2,787,229
Enterprise Funds						
Water Operating	55	\$ 2,806,856	\$ 346,743	\$ 648,642	\$ 296,447	\$ 4,098,688
Wastewater Operating	15	956,553	118,706	200,152	120,420	1,395,831
Solid Waste	17	735,304	91,255	213,019	106,872	1,146,450
Airport	7	362,976	45,046	70,664	34,263	512,949
Total Enterprise Funds	94	\$ 4,861,689	\$ 601,750	\$ 1,132,477	\$ 558,002	\$ 7,153,918
Internal Service Funds						
Dispatch Center	17	\$ 437,017	\$ 54,233	\$ 122,755	\$ 45,230	\$ 659,235
Fleet Services	9	910,331	112,973	170,259	72,245	1,265,808
Building Maintenance	8	329,505	37,665	107,444	39,298	513,912
Information Technology	7	516,854	61,784	89,421	41,017	709,076
Total Internal Service Fund	41	\$ 2,193,707	\$ 266,655	\$ 489,879	\$ 197,790	\$ 3,148,031
Total all Funds	394	\$ 22,838,832	\$ 2,794,662	\$ 4,693,351	\$ 2,266,560	\$ 32,593,405